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ABSTRACT

This is the fifth annual report of Employee Training in the Federal Service. The report contains five sections. Section I discusses developments in several major areas of interest during 1971, including the increased emphasis on improved training management, the continuation of executive development and upward mobility, and labor relations training. Section II displays and analyzes data submitted by 31 agencies in connection with their FY 71 training activities. Section III shows the training activities of the Civil Service Commission, including the Commission's developmental work on a training cost model, which is now available for agency use, and the joint agency-Commission evaluation of long-term training in non-Government facilities conducted during the 1960's. Section IV describes significant training programs which helped to improve agency operations during the year. Section V contains summary data tables on agency training activities. (Author/DB)

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EMPLOYEE TRAINING IN THE FEDERAL SERVICE

FISCAL YEAR 1971

U.S. CIVIL SERVICE COMMISSION
BUREAU OF TRAINING

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I INTRODUCTION

Employee Training in the Federal Service is published annually by the United States Civil Service Commission. This is the fifth year the report has appeared in this form. It serves two basic purposes. First, it meets the reporting requirements established by Congress in the Government Employees Training Act. Second, it serves the agencies of the Government, aiding them in the management of the Federal training program.

The report contains five sections. Section I discusses developments in several major areas of interest during 1971. Among these were an increased emphasis placed on improved management of training, and the continuation of two major Presidential programs, executive development and upward mobility, focusing attention on training for the upper and lower grades of the Federal service. This section also highlights labor relations training, which emerged as a significant area of concern during the year.

Section II displays and analyzes data submitted by agencies in connection with their FY 1971 training activities. Section III shows the training activities of the Civil Service Commission, including the Commission's developmental work on a training cost model, which is now available for agency use, and the joint agency-Commission evaluation of long-term training in non-Government facilities conducted during the 1960's. Section IV describes significant training programs which helped to improve agency operations during the year. Section V contains summary data tables on agency training activities.

IMPROVED TRAINING MANAGEMENT

Two major documents were issued during calendar year 1971 in connection with the management of training. The first came from the Comptroller General of the United States on May 25. This was Report B-70896,, "Improvements Needed in Management of Training Under the Government Employees Training Act." Following a review of the management of training programs at 14 Department of Defense installations, the General Accounting Office concluded that better cost accounting systems were needed for training, and that record-keeping, evaluation, and audit and inspection procedures should be improved. While the General Accounting Office study was concerned only with the Department of Defense, its findings highlight the problems faced by training officers in all Federal agencies in managing the training function. A basic issue the General Accounting Office report illuminates is the absence of accurate training cost data, data necessary not only for reporting purposes, but also for planning and assessing the training function. The Commission agreed with these findings, and stated that it was designing a methodology which could lead to a uniform cost estimation system for training. This was the training cost model, which is described in Section III of this report. The cost model allows estimates of course costs to be made, given certain assumptions concerning its length, location, format, and instructor and participant mix.

While the cost model should meet the General Accounting Office requirements for keeping accurate training cost records, it can also assist in meeting the requirements of the second major document on training management to appear, the Office of Management and Budget Circular A-48 (revised), "Responsibilities for Planning Training Investments and Regulations Governing Reductions in Payments to Employees," dated September 23, 1971. It stated that "In connection with budgetary responsibilities, the Office of Management and Budget will review agency training plans and resource allocations to assure that:

"1) A systematic planning process is being employed by the agency;
"2) The agency is systematically identifying its training targets;
"3) Adequate dollar and manpower resources to accomplish the training effort have been planned for and assigned; and
"4) Adequate provisions have been made to evaluate and measure benefits of training in relation to the investment made."

The Civil Service Commission was cited as being responsible for assisting agencies to develop sound programs and financial plans for training. The cost model in particular can be a basic element in a training planning system by integrating training plans with the agency budget cycle and by giving agency management the opportunity to select among training options by costing out different programs and comparing them.

Section II, Agency Training Activities, can also be useful in taking the steps toward better training management required by OMB Circular

A–48. It provides a detailed summary and analysis of the training agencies gave during FY 1971, as well as trends over the last five years. This report was first published in FY 1967, and now five years of experience are available to begin to discuss trends in a meaningful way. In particular, the concept of training ratios is more fully developed than last year, when it was first introduced in discussing the amount of training given by grade group and pay system. It is believed that these ratios can play an important part in the planning, evaluation, and control of training, since they refine gross data to show the proportionate amount of time employees spend in training. Section II includes a subpart which shows agencies how these training ratios can be used, as well as certain precautions which must be taken in interpreting the data. Section II is supplemented by Section V, the Statistical Review of Training. This section contains the data tables on which the analysis was based, including detailed summaries of training ratios and trends for 31 of the reporting agencies.

Any management system requires accurate, relevant data, and both the cost model and the training ratio tables should be able to provide this in the areas of cost projection and the estimation of level of program activity. The long-term training study described in Section III is also a step toward better training management through evaluation and feedback into existing policy for the purpose of future planning.

GOVERNMENT-WIDE PROGRAMS

The remainder of the report focuses on programs designed to achieve specific training goals. Among these goals is the establishment of agency executive development programs. For several years, executive development has been a matter of significant concern. On October 8, 1971, the Civil Service Commission issued "Guidelines for Executive Development in the Federal Service," requiring for the first time that agencies establish specific programs with high levels of organizational commitment, development plans for each midmanager of high potential as well as each incumbent executive, improved mobility programs, more effective training resource utilization, and improved program evaluation.

The guidelines present ways agencies may use to achieve the policy goals for executive development set forth in the Memorandum for the Heads of Departments and Agencies issued by the Director of the Office of Management and Budget on September 14, 1971. The guidelines are an extension of past Commission interest in management training, reflected in such programs as the establishment of the Federal Executive Institute, the Executive Seminar Centers, numerous shorter interagency courses for supervisors, managers, and executives, as well as regulations requiring that each new first-line supervisor receive a specified amount of training. In addition, the Commission has undertaken a study of current management training needs throughout the Government, as well as an assessment and proposal of possible systems for meeting those needs. At the present time, most Government managers and executives are primarily specialists who have been promoted to supervisory and policy-making levels. Whether it is believed that administration should be a separate profession, or whether it ought to be practiced only by those who have come up through the specialist ranks, the fact remains that serious questions have been raised concerning management performance both within Government, as well as by the public at large. The present emphasis on executive development attempts to face some of these problems.

Labor relations training also assumed special importance last year. The Commission's new Labor Relations Training Center became officially and fiscally operative on July 1, 1971, although courses were being conducted at Washington, D.C., and the Regions before that date. Labor relations training is one of the most urgent management training needs in the Federal Government at the present time. Many agencies, however, are not making themselves ready to deal with labor organizations in a bilateral, collective bargaining sense. This is despite the fact that during the next several years at least 3,000 new agreements will have to be negotiated with exclusive bargaining units. Facing this challenge will provide a stimulating test for both Commission and agency training operations.

Upward Mobility training for lower-level employees continues to be a high-priority program, in addition to those programs which have been established in connection with Equal Employment Opportunity. Section III of this report describes some recent steps of the Commission. These include: (1) establishment of the Southwest Inter-

governmental Training Center in San Antonio, Texas; and (2) an EEO Institute, established in the Commission's central office. In addition, the Public Service Careers program completed its first full year of operation, and on January 26, 1971, the Commission issued an FPM Letter (410–9) reminding agencies of the availability of non-Government facilities as a training resource for those in the lower grades.

Section VI, Accomplishments Through Training, contains descriptions of some of the agency programs which are directed along these lines. One such program, conducted by the Department of Commerce through Public Service Careers funding, provided orientation counseling and skills training to entry employees, as well as upgrade training for employees in such areas as clerical and stenographic occupations, computer technology, printing, and trades. Supervisors of the worker-trainees received training in special skills essential to supervising low-skilled employees.

Other areas of training also received special emphasis during FY 1971. Of significant interest was the growth in intergovernmental training programs. When funds are allocated to state and local governments under the provisions of the Intergovernmental Personnel Act, more activity can be expected. Next year's training report will contain a special section discussing FY 1972 data to be reported by agencies on training of this type.

SUMMARY

This report attempts to present an outline of the FY 1971 training experience. It is hoped that the report will be useful, not only to the Congress in assessing the state of employee training, but also to agency management and training personnel at all organizational levels.

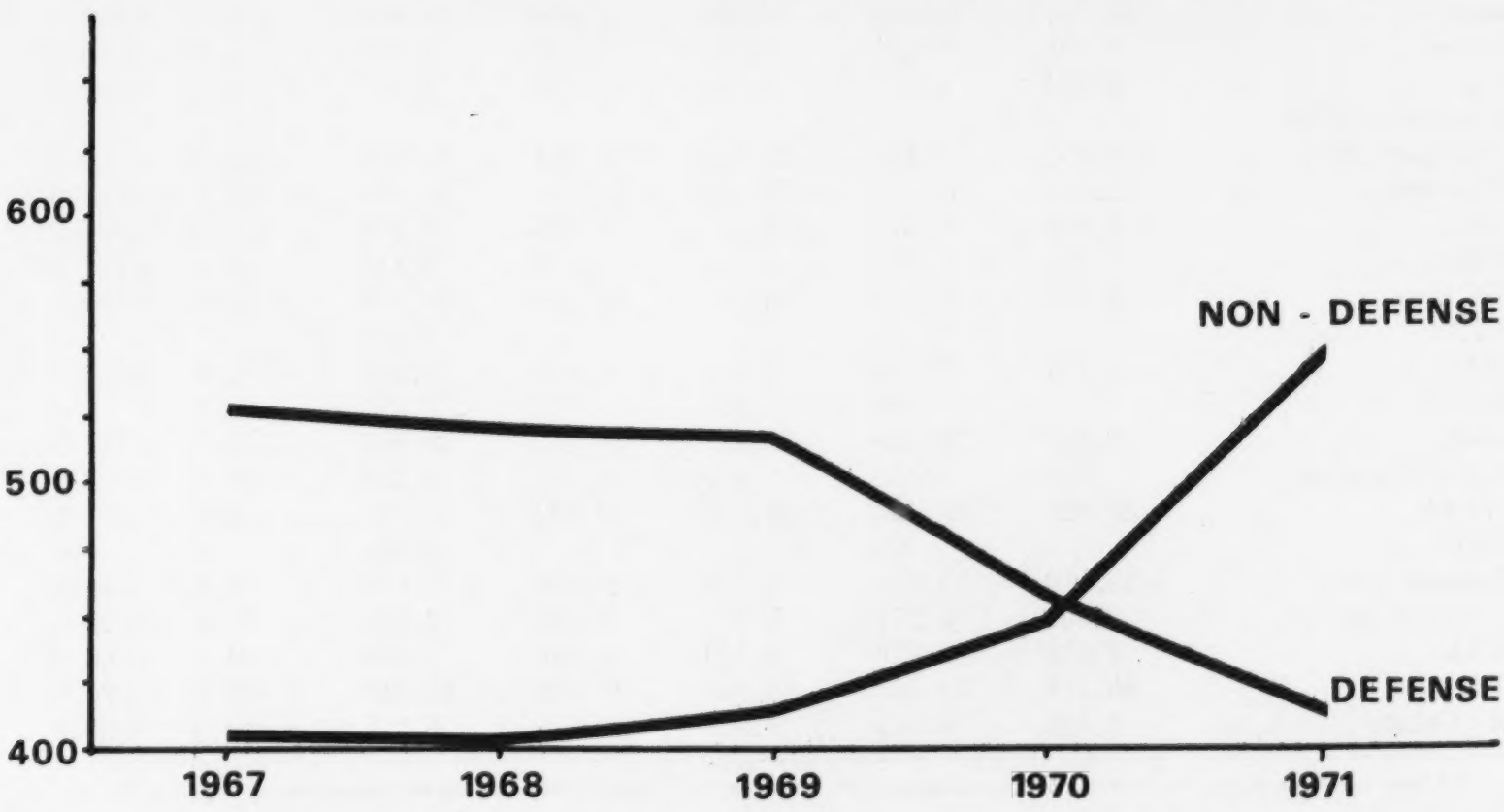
II AGENCY TRAINING ACTIVITIES

Last year training participation rose from 907,969 to 967,619, an increase of 6.6% over FY 1970.[1] Participation has increased by 3.7% since FY 1967, the first year of this report.[2] This section describes these and other changes through data on training participation, the cost of training, and the numbers and distribution of training personnel. Conclusions regarding the meaning of the data are drawn whenever possible and ways are given to use the data in managing the training program. Summary data show the following highlights:

- Internal training continued to be the most widely used source of training, accounting for 73.7% of all training participants. Total internal participation increased by 7.8%.
- Interagency training grew by 10.2%. There was no change in non-Government short-term training. Non-Government long-term training decreased by 20 cases, from 1662 to 1642. This was the third consecutive year this type of training declined.
- Technical training was the most widely used type of training, accounting for 38% of training participants and 49% of training man-hours. Professional, Medical, Scientific, and Engineering training grew by 11.4%, showing the greatest increase for any type.
- The average length of training programs Government-wide was 48 hours. Taken as a group, Federal employees spent 1.11% of their total working time in training.
- Training rates for employees in grades 1–4 increased by 4.9%. The increase for those in grades 5–8 and 9–12 was 6.9% and 10.9%, respectively. Training rates for those in grades 13–15, 16–18, and Wage Systems all declined. The decline was 1.2%, 21.2%, and 9.8%, respectively.
- 127,621 Federal employees were trained in 83 training centers operated by 15 agencies. This accounted for 13.2% of all participants.
- Reported training expenditures increased from $171,266,470 to a total of $200,271,208. This was an increase of 17.2%. The average expenditure per employee trained was $207. The average expenditure per employee on the rolls was $96.

[1] Training participation comprises all *instances* of attendance at formal classroom training courses of eight hours duration or longer.
[2] Because the U.S. Postal Service is no longer required to report training data to the Civil Service Commission, all Post Office data from previous years will also be excluded.

Chart 1 - TRAINING PARTICIPATION *(in thousands)*



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AGENCY PARTICIPATION

Table 1 shows changes in participation by agency and fiscal year. Total participation increased by 3.7% from FY 1967 to FY 1971. This increase has not occurred uniformly in all agencies. In general, training by the Department of Defense has gone down, while training in the other agencies has gone up. Chart 1 illustrates this fact.

In 1967, Defense participation accounted for 56.5% of all trainees. In 1971, the corresponding figure was 43.4%. For those agencies with 1,000 or more participants in FY 1971, only three outside Defense have decreased their participation since FY 1967. These are AEC (–64.1%), NASA (–31.6%), and Small Business Administration (–66.0%). All other agencies in this group have grown in participation.

In 1967, each of the Defense departments—Army, Navy, and Air Force—trained more than 140,000 participants. In that year, only two other agencies trained more than 50,000. These were

Table 1: PARTICIPATION BY AGENCY AND FISCAL YEAR

AGENCY	FY 1967	FY 1968	FY 1969	FY 1970	FY 1971	% CHANGE BETWEEN FY 70–71	% CHANGE BETWEEN FY 67–71
TOTAL	933,457	924,294	931,971	907,969	967,619	+6.6	+3.7
Total Non-defense	406,153	402,784	413,520	447,046	548,572	+22.7	+35.0
Agriculture	57,996	62,955	66,736	83,438	91,663	+9.9	+58.1
Commerce	9,974	11,277	14,601	15,680	21,314	+35.9	+113.7
Defense	527,304	521,510	518,451	460,923	419,047	−9.1	−20.5
Army	(204,599)	(172,773)	(192,603)	(175,164)	(186,165)	+6.2	−9.0
Navy	(140,876)	(172,821)	(163,372)	(136,675)	(95,966)	−29.8	−31.9
Air Force	(145,069)	(122,688)	(112,800)	(104,059)	(93,452)	−10.2	−35.6
Other Defense	(36,760)	(53,228)	(49,676)	(45,025)	(43,464)	−3.6	+18.2
HEW	37,955	72,553	35,760	41,456	49,698	+19.9	+30.9
HUD	4,311	8,311	3,400	3,629	7,090	+95.3	+64.5
Interior	48,327	47,168	43,060	36,142	48,288	+33.6	−0.1
Justice	13,327	15,324	15,914	21,048	29,899	+42.1	+210.1
Labor	4,590	8,858	6,006	6,628	8,264	+24.7	+80.0
State (Including AID)	2,694	1,566	5,271	3,296	5,017	+52.2	+86.2
Transportation	36,053	33,107	23,931	32,864	39,880	+21.3	+10.6
Treasury	66,231	38,813	73,465	71,291	97,957	+37.4	+47.9
AEC	9,485	3,673	3,387	2,904	3,404	+17.2	−64.1
CSC	1,352	987	1,084	1,770	2,944	+66.3	+117.8
DC Govt	8,322	16,807	16,454	21,493	25,806	+20.1	+310.1
EPA	—	—	—	—	1,311	—	—
GAO	1,281	2,374	2,165	2,031	4,501	+121.6	+251.4
GPO	—	930	698	872	1,395	+60.0	—
GSA	8,216	12,409	11,828	17,848	20,295	+13.7	+147.0
Lib of Congress	504	756	935	1,105	1,538	+38.2	+205.2
NASA	32,629	23,192	21,635	23,217	22,322	−3.9	−31.6
OEO	—	—	—	—	2,335	—	—
Panama Canal	12,112	7,868	6,472	5,498	5,050	−8.1	−58.3
Selective Service	1,651	3,977	5,707	4,461	2,062	−53.8	+24.9
SBA	4,051	2,970	2,420	1,816	1,378	−24.1	−66.0
VA	40,189	38,605	45,338	41,785	49,847	−19.3	+24.0
All Others*	4,135	6,854	7,618	7,646	5,314	−30.5	+28.5

*18 Other agencies, each reporting fewer than 1,000 participants in FY 71 Data for these agencies are included in the Summary tables in Section VI

Agriculture and Treasury. By 1971, Treasury had trained more than both Air Force and Navy, and Agriculture was close behind. Chart 2 illustrates the changes for these five.

Five agencies last year trained 30-50,000 participants. These were VA, HEW, Interior, Other Defense, and Transportation. Chart 3 shows the changes in these organizations during the five year period.

Five other agencies trained 20-30,000. These were Justice, D.C. Government, NASA, Commerce, and GSA. All but NASA have shown rapid growth in recent years. In 1967, this group, excluding NASA, trained 39,839 participants. By 1971 the number had grown to 97,314, an increase of 144.3%. Chart 4 shows the changes in all five agencies.

TRAINING BY TYPE

Training activity is reported in four categories by type: professional, medical, scientific,

Chart 2 - TRAINING PARTICIPATION *(in thousands)*

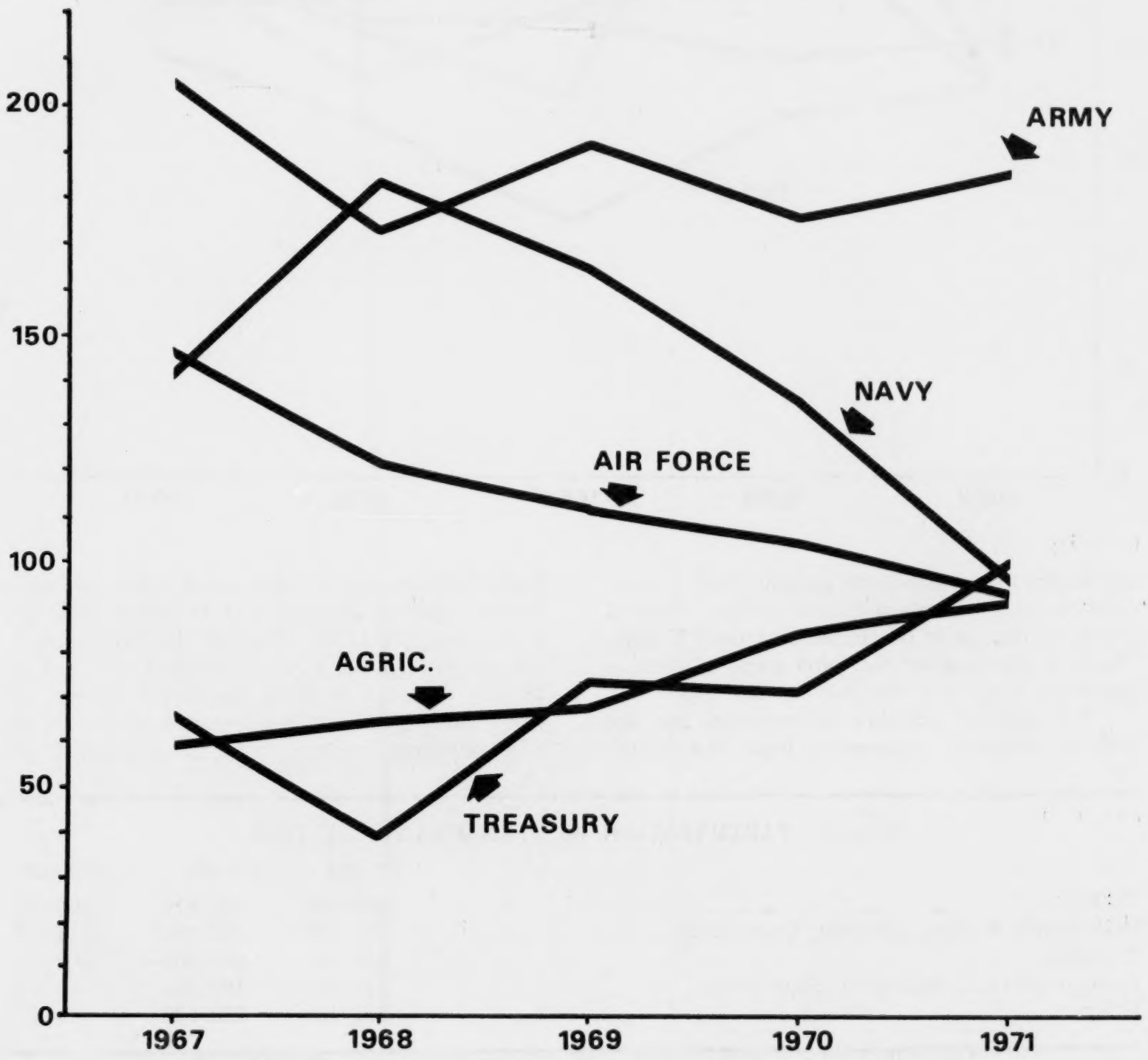
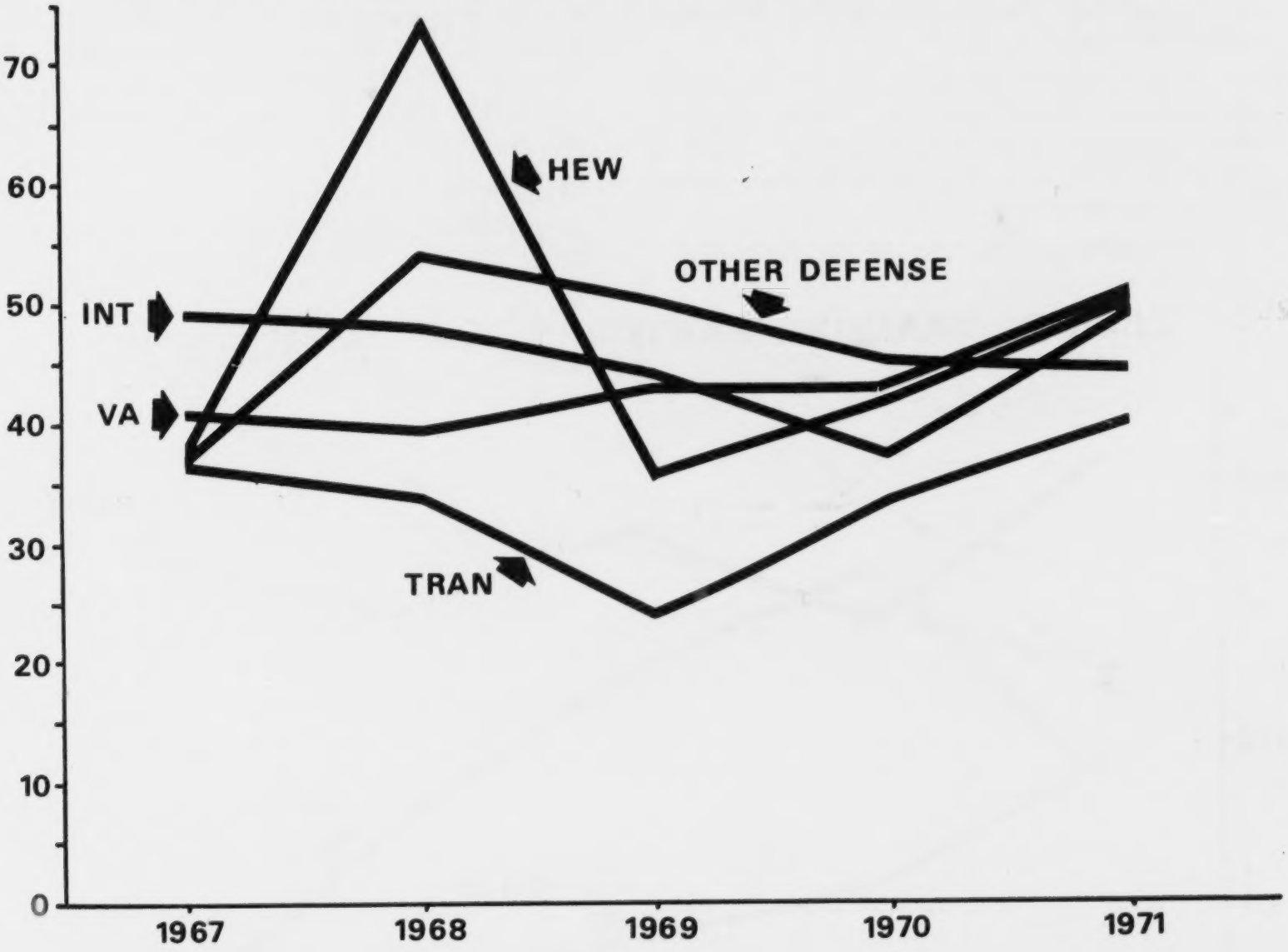


Chart 3 - TRAINING PARTICIPATION *in thousands*



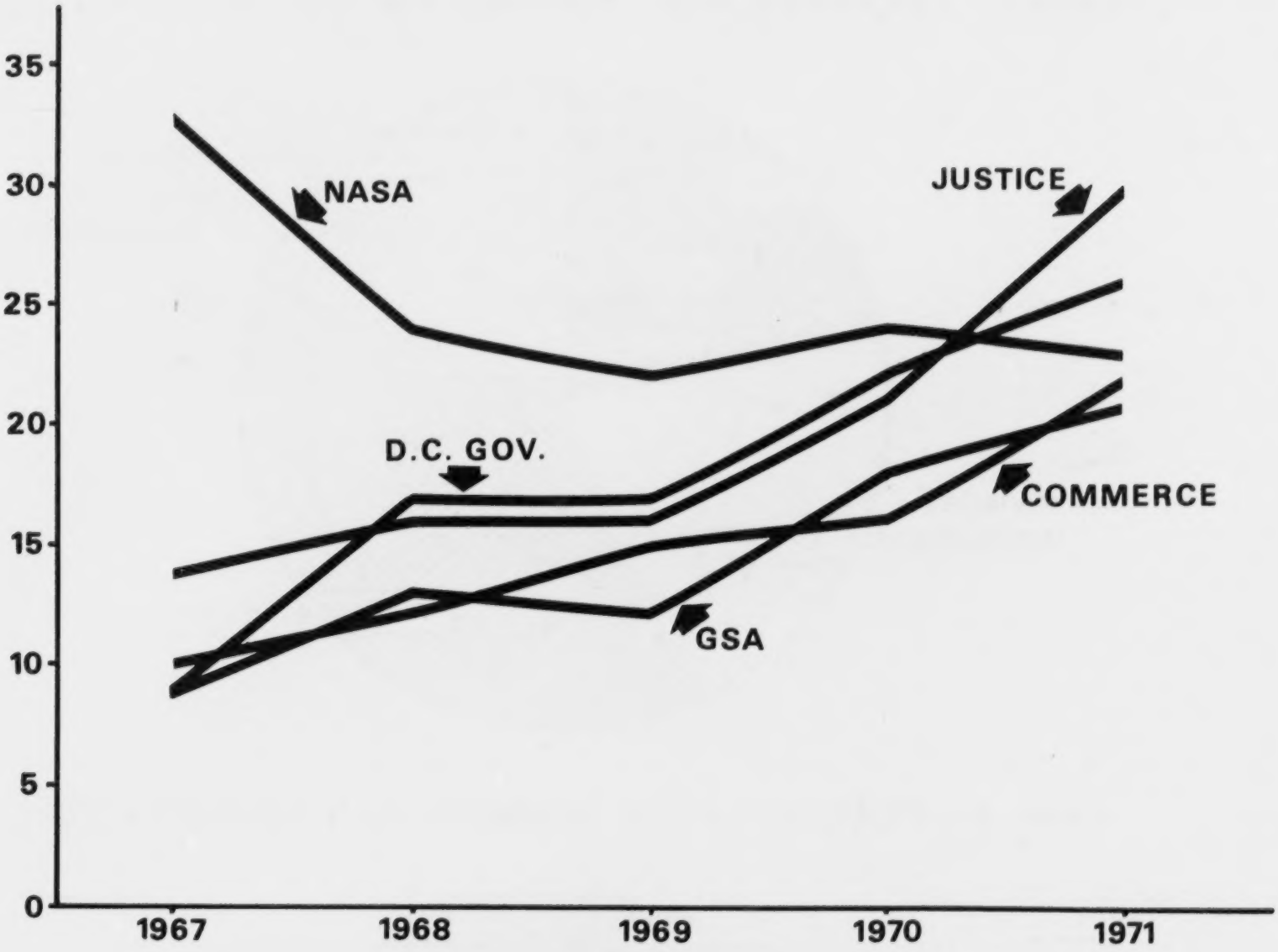
and engineering; technical; administrative, management, and supervisory; and "other." Table 2 shows the change in participation from FY 1970. Charts 5 and 6 show the percentage of participants and man-hours devoted to each type.

Professional training is reported for the medical, scientific, engineering, legal, and related fields, including the social sciences, education, and library science. Professional training grew by 11.4% over FY 1970. Although the total number trained has not yet reached the previous high of 183,891 reported in 1969, an overall growth of 67.8% since 1967 has been reported. Only 19% of all participants went to this type of training, al-

Table 2: PARTICIPATION BY TYPE AND FISCAL YEAR

	FY 1970	FY 1971	% CHANGE
TOTAL	903,369	967,619	+6.5%
Professional, Medical, Scientific, Engineering	163,034	181,695	+11.4%
Technical	354,248	367,903	+3.9%
Administrative, Management, Supervisory	192,665	199,964	+3.8%
Other	198,422	218,057	+9.9%

Chart 4 - TRAINING PARTICIPATION *(in thousands)*



though they received 23% of the total training man-hours. The average session lasted 62 hours, compared to the average for all courses of 50 hours.

As shown in Table 3, 31.6% of professional training last year was given in non-Government facilities on a short-term basis, primarily at colleges and universities. 62.0% was given in-house.

Technical training includes courses in trades and crafts, in facilities and services(such as materials handling and building and grounds maintenance), and in administrative techniques and skills (such as automatic data processing, personnel, finance and budget, and supply).

In addition, much of this training is given for jobs which do not have counterparts in industry or which are difficult to fill through ordinary recruiting channels. These jobs are found in such areas as Federal criminal law enforcement, food inspection, internal revenue collection, and in the military and space agencies. The Department of Transportation operates an extensive technical training operation for air flight controllers, and the entire Federal personnel, budgeting, supply, and grant administration staffs must be trained in procedures peculiar to government. Four agencies accounted for 81% of all technical training last year. These were Agriculture, Defense, Transportation, and Treasury. Technical training data show these additional highlights:

- Technical training rose by 3.9% last year.
- More employees were trained in this cate-

Chart 5 - PERCENTAGE OF TRAINING PARTICIPANTS BY TYPE

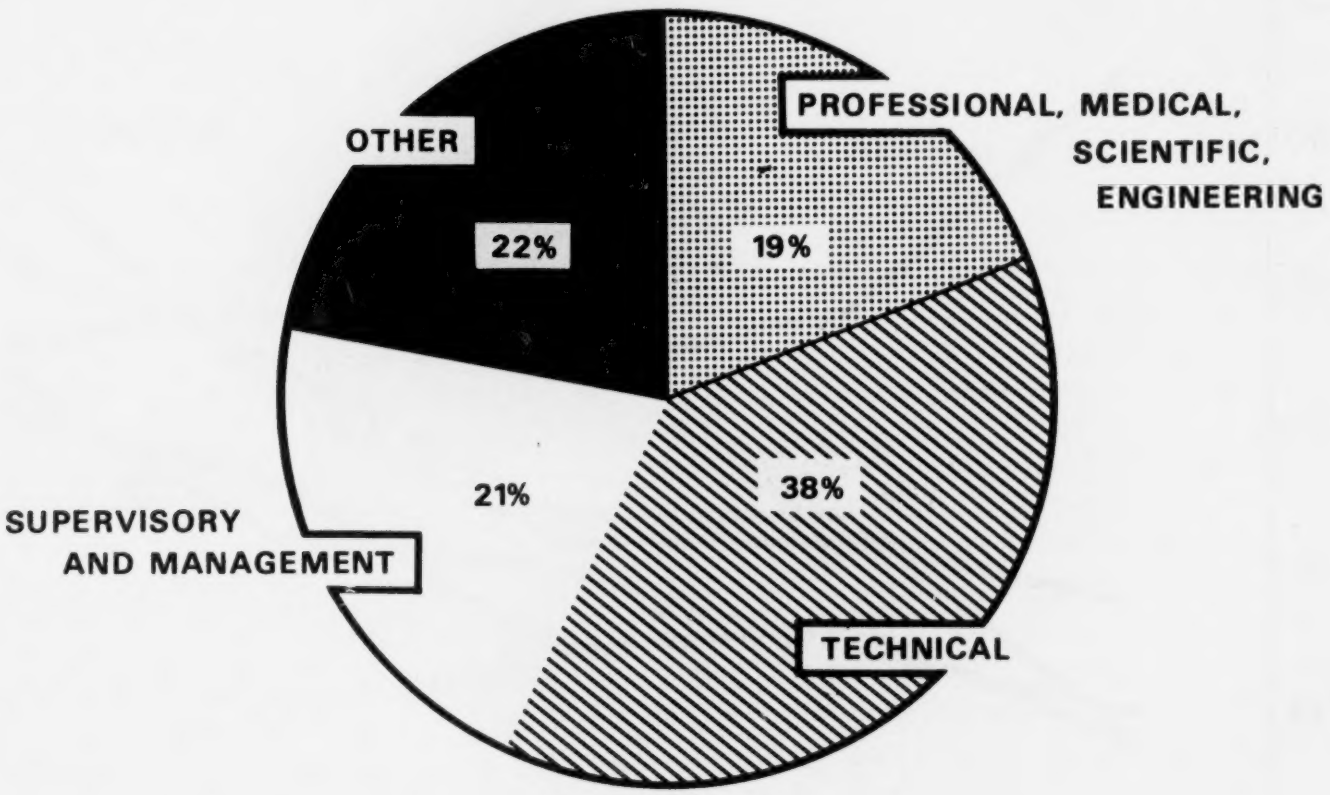


Chart 6 - PERCENTAGE OF TRAINING MAN-HOURS BY TYPE

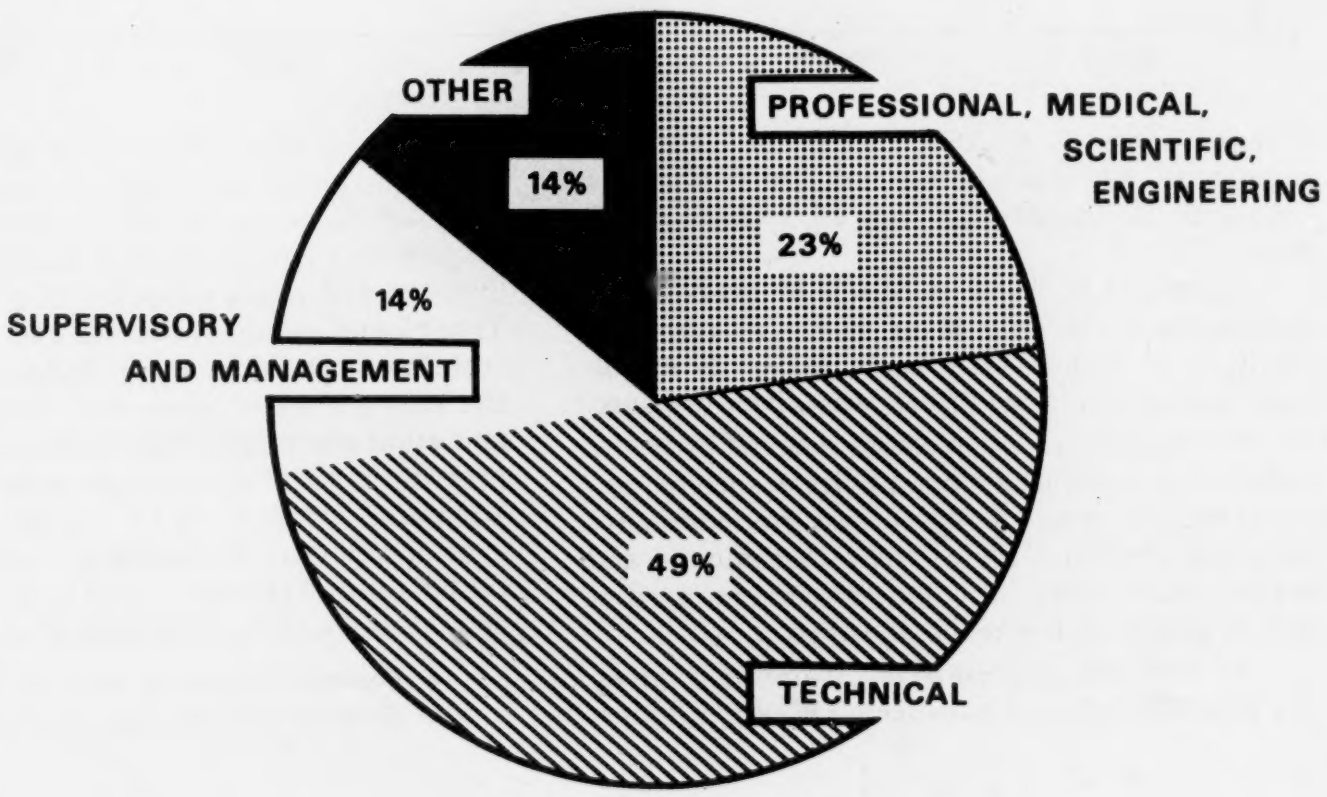


Table 3: PERCENTAGE OF TOTAL PARTICIPATION BY TYPE AND SOURCE—FY 1971

	Source of Training				
			Non-Government		
	Internal	Interagency	Short-Term	Long-Term	Total
Professional, Medical, Scientific, Engineering	62.0	5.7	31.6	0.7	100.0
Technical	81.2	5.5	13.3	—	100.0
Administrative, Management, Supervisory	67.9	16.2	15.8	0.1	100.0
Other	76.5	10.5	13.0	—	100.0
All Types	73.7	8.9	17.2	0.2	100.0

gory than in any other. 38% of all participants fell into this category, as well as 49% of all training man-hours.

- Technical training averaged 65 hours per instance of participation, compared to the average for all courses of 50.
- 81.2% of technical training was given in-house.

Training in administration, management, and supervision (A/M/S) grew 3.8% last year and shows these additional highlights:

- A/M/S training accounted for 21% of all participants, but only 14% of participant man-hours.
- The average length of a session was 33 hours, considerably lower than the average for all courses of 50.
- 67.9% of A/M/S training was given in-house. 16.2% consisted of interagency training, and 15.8% was given in non-Government facilities on a short-term basis. There were 292 A/M/S trainees in non-Government long-term training compared to 249 in FY 1970.

From 1967 to 1969, this type of training fell steadily, from 183,654 participants to 168,876. Data for FY 1970 reflected the implementation of Civil Service Commission regulations requiring that new first-line supervisors receive 80 hours of classroom training within two years of promotion. As a result, A/M/S training increased by 43.6% in 1970 over the previous year. This level was maintained last year despite the general decline in training rates among employees in grades 13–15, 16–18, and Wage Systems supervisors.

Participation in other types of training programs increased by 9.9%. The bulk of this training is secretarial and clerical, although other types of training are included, such as apprentice training, fire prevention, orientation, safety, communications skills, summer employee training, medical self-help, etc. The average length of training sessions was 30 hours, considerably below the average. 76.5% of this training was given in-house.

TRAINING BY SOURCE

For FY 1971, 967,619 instances of training were reported in four different categories by source of training. The sources were internal, interagency, non-Government long-term, and non-Government short-term. The number of employees trained and the percentage trained by each source were as follows:

Internal	713,803	73.7%
Interagency	85,934	8.9%
Non-Govt. Long-Term	1,642	0.2%
Non-Govt. Short-Term	166,240	17.2%
Total	967,619	100.0%

FY 1970 internal training participation was 661,945. Last year's growth amounted to 7.8%. As Table 4 indicates, in-house training occurred primarily in the area of technical training. "Other" types of training, such as training in office skills, is the second largest area of in-house activity.

Interagency training showed another year of growth, increasing by 10.2%. Instances of interagency training have increased each year since this report was first published for FY 1967. The increase from 1967 to 1971 has been 72%. It is expected that this source of training will continue to grow in the future, as increased emphasis is

Table 4: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE AND TYPE—FY 1971

	Source of Training				
			Non-Government		All
	Internal	Interagency	Short-Term	Long Term	Sources
Professional, Medical, Scientific Engineering	15.8	12.1	34.6	74.0	18.8
Technical	41.8	23.6	29.4	7.5	38.0
Administrative, Management, and Supervisory	19.0	37.6	19.0	17.8	20.7
Other	23.4	26.7	17.0	0.7	22.5
Total	100.0	100.0	100.0	100.0	100.0

placed on interagency and intergovernmental cooperation.

Administrative, supervisory, and management training was the predominant type conducted on an interagency basis. 37.6% of all interagency participants took courses of this type. "Other" and technical training were next in importance. Relatively little interagency training was given in the professional fields. Nevertheless, the 10,402 trainees in professionally oriented interagency courses represented a 31% increase over FY 1970.

For the third year in a row, non-Government long-term training declined.[1] The decrease was small, however, amounting to only 20 instances, a decrease of 1.2%. This type of training grew rapidly from FY 1960 to FY 1968, but has declined in recent years. Almost three-fourths of non-Government long-term training was given in the professional fields. A distant second was administrative, management, and supervisory training, which accounted for 17.8% of the long-term training instances. Despite the relatively low number of training instances, A/M/S non-Government long-term training increased by 14.7% over FY 1970, growing from 249 to 292 instances. Non-Government short-term training fell by less than one percent. Training provided by this source was dominated by professional training (34.6%) and technical training (29.4%).

Charts 7–10 show changes in these types of training over the last five years.

TRAINING BY GRADE GROUP AND PAY SYSTEM

Because of the flux in agency population distribution, gross figures of numbers of employees trained by grade group and pay system do not present the most accurate picture of the rate of training, or of the change in the rate. For that reason, this analysis of training by grade group and pay system is based on the computation of training participant ratios and training man-hour ratios.

To determine the participant ratio for any group of employees, the number of training participants is divided by the population for that category. Thus, a group of 100 employees with 50 instances of training will have a participant ratio of 50%.

Similarly, the training man-hour ratio is determined by dividing the number of hours spent in training by the total number of hours worked by the employee group. If the employee group worked for one million man-hours during the course of a year and spent ten thousand of these man-hours in training, the man-hour ratio would be 1.00%.

This year, as in the past, the number of hours worked by a full-time employee is taken to be 1816 hours per year. This is 8 hours a day for 227 days (260 days less 8 paid holidays, 20 days annual leave, and 5 days sick leave).

The analysis was based on data for 31 Federal agencies.[2] Those Cabinet departments and large agencies (over 10,000 employees) were included where over 50% of the employees were either General Schedule or Wage Systems employees. These agencies were Agriculture, Commerce, Army, Navy, Air Force, Other Defense, GSA, HEW, HUD, Interior, Justice, Labor, NASA, Transportation, Treasury, and VA. In addition, 15 small agencies were included. These were CAB, Civil Service Commission, EEOC, FCC, Federal Home Loan Bank Board, FPC,

[1] Long-term training is training through non-Government facilities in courses over 120 days in duration.

[2] Data for all agencies is included, however, in the discussion of training rates for GS 16-18 executives.

Chart 7 - PARTICIPATION IN INTERNAL TRAINING

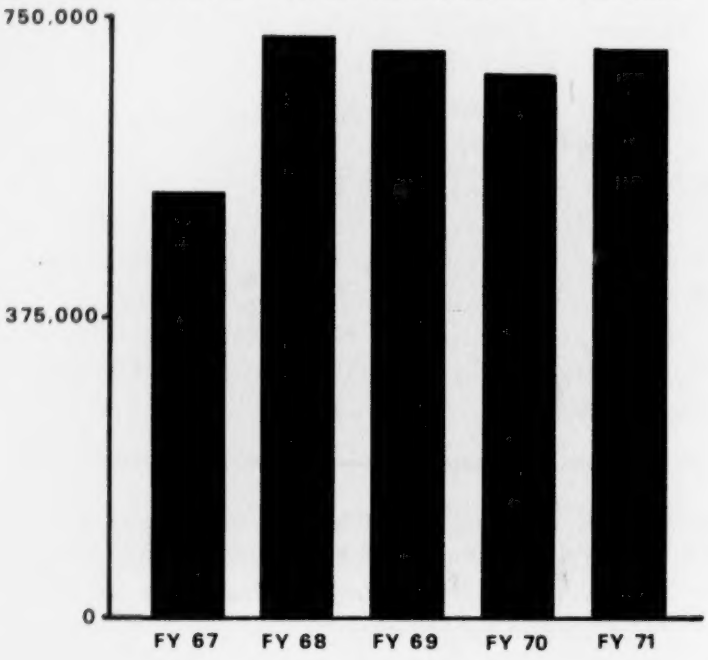


Chart 8 - PARTICIPATION IN INTERAGENCY TRAINING

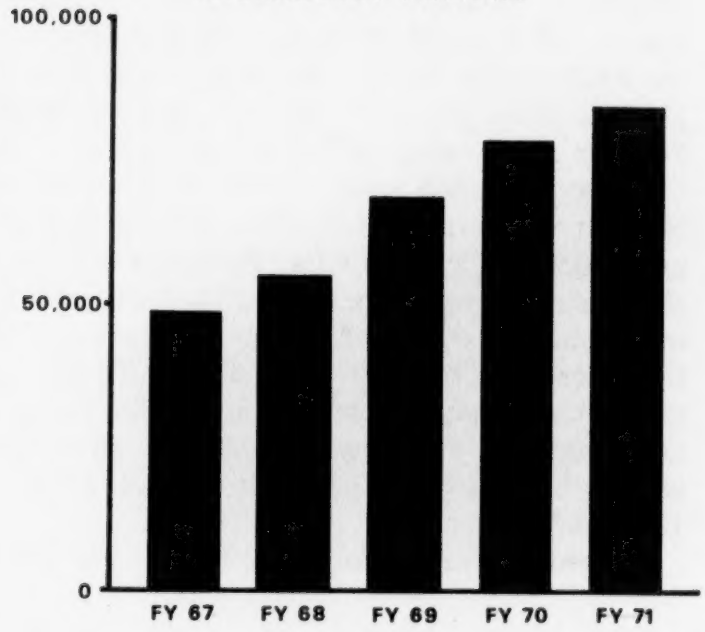


Chart 9 - PARTICIPATION IN NON-GOVERNMENT SHORT-TERM TRAINING

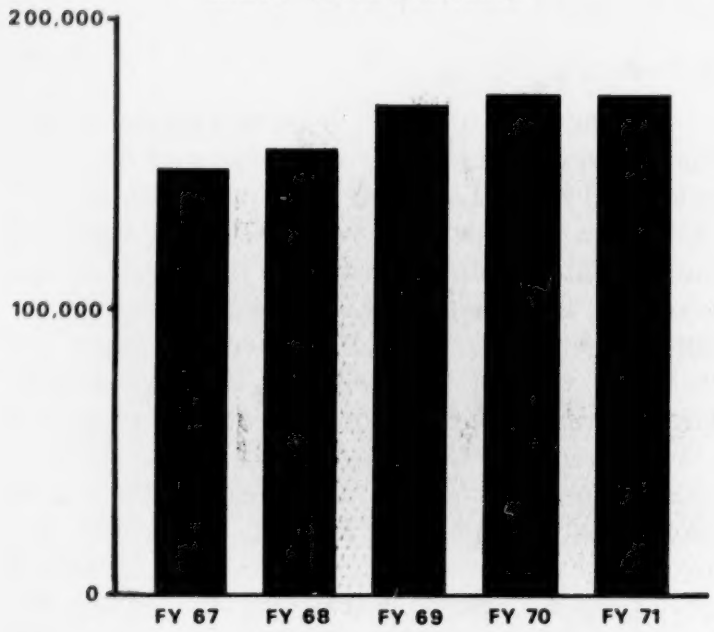
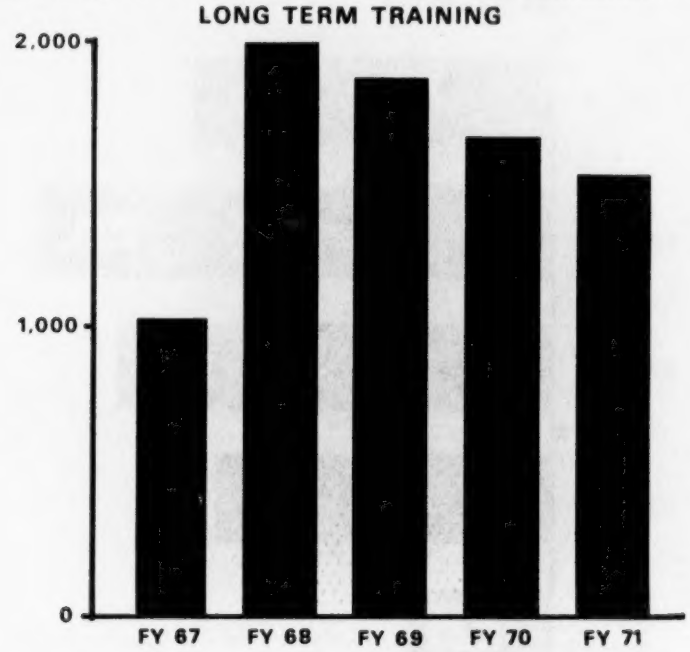


Chart 10 - PARTICIPATION IN NON-GOVERNMENT LONG TERM TRAINING



FTC, ICC, Library of Congress, National Labor Relations Board, OMB, Railroad Retirement Board, SEC, Small Business Administration, and the Smithsonian Institution. Population data was that of June 30, 1970. The 31 agencies employ 98% of all General Schedule employees.

For the 31 agencies studied, the training participant ratio was 42.1%. The training man-hour ratio was 1.11%. This latter figure meant that on the average, employees spent 20.2 hours in training during the course of the year. Gross participation increased by 1.5% over FY 1970, but participant man-hours decreased by 2.8%. The average length of training sessions per participant was 48 hours in FY 1971. The average length in 1970 was 50 hours.

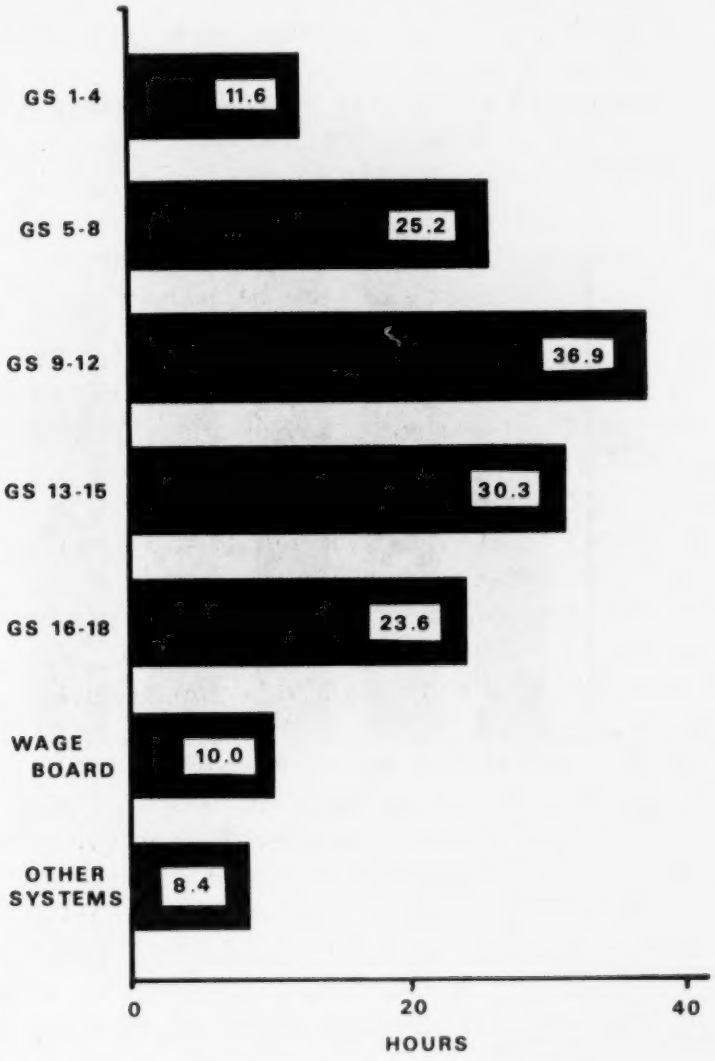
Data for individual grade groups yielded the participant ratios and man-hour ratios shown in Table 5. Chart 11 shows the corresponding figures for the average time spent in training by each employee in the grade group.

Table 5: PARTICIPANT & MAN-HOUR RATIOS BY GRADE GROUP

Grade Group	Participant Ratio	Man-hour Ratio
GS 1–4	33.3%	0.64%
GS 5–8	47.8%	1.39%
GS 9–12	75.6%	2.03%
GS–13–15	71.7%	1.67%
GS 16–18	48.2%	1.30%
Wage Systems	17.0%	0.55%
Other Systems	23.1%	0.46%

Comparisons with data from FY 1970 in Table 6 show changes in the grade group populations, numbers of training participants, numbers of training man-hours, participant ratios, man-hour ratios, and the numbers of hours of training per participant. This table will be the basis for the discussion which follows.

Chart 11 - AVERAGE TIME SPENT BY EMPLOYEES IN TRAINING BY PAY GROUP AND SYSTEM



DISCUSSION OF TRENDS

GS 1–4

The number of lower level employees in the Federal service is steadily declining and has been for several years. Last year the number dropped by 8.3% from the previous year in the 31 agencies studied. Total training instances at this level also decreased. Despite the net increase in training instances, the proportion of time spent in training to total time worked increased for this group. The increase was accounted for by training programs in two agencies. GSA instituted an accelerated guard training program, and the Department of Transportation operated Project 150, where future Air Flight Controllers in grades 3 and 4 each spent 150 days in training to prepare for future positions. If the data from these two agencies are excluded, then the training ratios for lower level employees did not change to any appreciable extent.

Summary data show the following highlights for grades 1–4:

- The training participant ratio increased by 4.7% and the man-hour ratio by 4.9%.

Table 6: PERCENTAGE CHANGES FOR 31 AGENCIES

Grade Group	Population	Participants	Man-Hours	Part-Ratio	MH-Ratio	Hrs/Part
GS 1–4	−8.3	−4.0	−3.8	+4.7	+4.9	0.0
GS 5–8	−3.7	+5.5	+2.8	+9.4	+6.9	−1.8
GS 9–12	−3.4	+7.4	+7.2	+11.2	+10.9	0.0
GS 13–15	+5.7	+19.2	+4.2	+12.7	−1.2	−12.5
GS 16–18	+5.1	−4.2	−17.7	−8.9	−21.2	−14.0
Wage Systems	−10.3	−19.7	−18.6	−10.5	−9.8	0.0
Other Systems	—	−18.0	−55.2	—	—	−41.9
All Agencies	—	+1.5	−2.8	—	—	−4.0

- Nine large agencies increased training by 25% or more. These were Agriculture (+26.5%), Commerce (+37.8%), Army (+26.1%), Other Defense (+25.8%), HEW (+83.3%), Interior (+49.1%), Labor (+43.5%), Transportation (+138.9%), and GSA (+200.0%). The 15 small agencies increased training by 34.1%.
- Five large agencies cut back training by 21% or more. These were Air Force (−25.0%), Navy (−36.1%), HUD (−44.4%), Treasury (−27.3%), and NASA (−21.8%).
- Employees in this group made up 15.8% of the total population and 12.5% of all training participants. They received 9.1% of the training man-hours.
- The average length of a training session was 35 hours, or a little more than four days. There was no change in this figure from FY 1970.

GS 5–8

The category of employees in grades 5–8 contains a preponderance of nonprofessional employees and a smaller number of entry-level professionals. During FY 1971, the population of this group decreased by 3.7%, but they received more training than the year before. Data show the following highlights:

- Participants among this group increased by 5.5% and training man-hours by 2.8%.
- Because fewer employees received more training, the participant ratio rose by 9.4% and the man-hour ratio by 6.9%.
- The fifteen small agencies increased training by nearly a third, or 32.8%.
- Three large agencies showed an increase of 96% or more. These were HEW (+96.2%), HUD (+575.0%), and Justice (+130.8%).
- Two cut back training by more than 45%. These were Navy (−45.8%), and Transportation (−55.8%).
- Employees in grades 5–8 made up 18.4% of the total population and 20.9% of the training participants. They received 23.0% of the training man-hours.
- The average length of a training session for these employees was 53 hours, or almost seven days. This was roughly the same figure as the year before.

GS 9–12

Grades 9–12 are the most populous of the GS categories. They are composed of three groups: higher-level non-professionals, entry-level and pre-journeyman professionals, and journeyman professionals. Although their numbers decreased by 3.4% last year, participation increased by 7.4% and the number of training man-hours by 7.2%. Again, fewer employees received more training. The following highlights appear in the data:

- The participant ratio increased by 11.2% and the man-hour ratio by 10.9%. These were the largest increases for any group.
- Four large agencies increased training by more than 52%. These were HUD (+880.0%), Interior (+66.3%), Labor (+72.6%), and Treasury (+52.2%).
- The greatest decrease occurred in Navy (−33.1%).

- Employees in this group made up 21.0% of the total population and 37.8% of the training participants. They received 38.3% of the training man-hours.
- The average length of a training session was 49 hours, or about six days. There was no change in this figure from last year.

GS 13–15

Grades 13–15 are composed primarily of journeyman professionals and middle managers. The population of this group increased last year by 5.7%, the largest increase for any group. Training participation increased by 19.2% and training man-hours by 4.2%. Data show these additional highlights:

- The average length of training sessions decreased from 48 to 42 hours. Thus while the participant ratio increased by 12.7%, the man-hour ratio decreased by 1.2%. The amount of training given to these employees did not keep pace with their growth in numbers.
- Three large agencies increased training by at least 45%. These were HUD (+45.9%), Transportation (+46.7%), and Treasury (+84.4%).
- Four cut back training by at least 20%. These were Navy (—27.1%), Interior (—20.2%), Justice (—44.1%), and NASA (—22.6%).
- Employees in these grades made up 7.6% of the total population and accounted for 13.0% of the training participants. They received 11.4% of the training man-hours.

GS 16–18

The population of GS 16–18 executives also increased last year. The amount of increase was 5.1%, yet the number of training participants decreased by 4.2% and the participant man-hours, by 17.7%. In addition, the participant ratio fell by 8.9% and the man-hour ratio by 21.2%. The difference in the rate of change of the two ratios was caused by a decrease in the average length of training sessions of 14.0%. Data for *all* agencies taken together show the following highlights:

- The number of participants fell by 4.9% and the number of training man-hours by 20.2%.
- The decrease in the amount of training received by employees in these grades did not occur uniformly in all categories of training. Internal participation declined by 6.3%. Interagency training increased by 7.6%. Last year there were three long-term trainees in non-Government facilities, compared to eleven in FY 1970. This was a decrease of 72.7%. Non-Government short-term training decreased by 10.3%.
- Greater changes occurred in participant man-hours. Internal training declined by 18.4%. Interagency training increased by 8.6%. Non-Government long-term training decreased by 78.2%. And non-Government short-term training decreased by 34.2%.
- There was also change in the average length of training sessions. In 1970, the average internal session lasted 36.3 hours. In 1971, the average length was 32.7 hours, a decrease of 9.9%. Interagency sessions were slightly longer, growing from 86.7 hours to 88.2 hours, an increase of 1.7%. The average length of long-term non-Government programs decreased from 1704.7 hours to 1365.3 hours, or 19.9%. This was a decrease of eight and one-half weeks, dropping from 42.6 weeks to 34.1 weeks. The average length of non-Government short-term sessions fell even more, from 42.1 hours to 30.9 hours, a decline of 26.6%.

To summarize, training for employees in grades 16–18 decreased last year in three areas, internal training, non-Government long-term training, and non-Government short-term training. Interagency training was the only type of training to grow. Although participation at the Federal Executive Institute decreased by twelve, or 7%, this small decline was more than made up by the growth of other interagency programs.

Among the 31 agencies studied, the following highlights appear:

- Seven large agencies cut back training by 29% or more. These were Army (—45.2%), Air Force (—29.9%), Navy (—51.3%), Other Defense (—35.6%), Justice (—58.5%), Treasury (—56.5%), and NASA (—34.6%).
- Four increased training by 23% or more. These were HUD (+23.1%), Interior

(+44.2%), Labor (+35.2%), and VA (+73.1%). The fifteen small agencies increased training by 163.3%.

- Employees in grades 16–18 made up 0.2% of the agency population and accounted for 0.2% of the training participants. They received 0.3% of the training man-hours.

Wage Systems

The Wage Systems employee population showed a major decrease last year of 10.3%. Because 85% of the Wage Systems employees worked for the Department of Defense, the bulk of the decline occurred there. The rate of decline was approximately equal in both Defense and the other agencies, 10% and 11%, respectively. Training data show the following highlights:

- Wage Systems participation fell by 19.7%. Training man-hours declined by 18.6%. The participant ratio fell by 10.5% and the man-hour ratio by 9.8%.
- Four large agencies increased training by at least 100%. These were Commerce (+180.0%), HEW (+291.7%), Treasury (+181.0%), and VA (+100.0%).
- Five showed a decrease of at least 22%. These were Navy (−28.0%), Other Defense (−22.5%), Justice (−100.0%), Transportation (−23.3%), and NASA (−42.7%).
- The average length of a Wage Systems training session was 59 hours. This was the same as for FY 1970.
- Wage Systems employees made up 32.1% of the total population and 12.9% of the training participants. They received 16.0% of the training man-hours.

Other Pay Systems

Other pay systems include VA's Department of Medicine and Surgery System, the AD, ST, and YV systems, etc. Participation for employees in other pay systems fell by 18.6% and the number of training man-hours fell by 55.2%. Participant and man-hour ratios were not derived because population data was not included for this group in last year's report. Highlights include these items:

- Employees in other pay systems made up 4.9% of the total population and 2.7% of the training participants. They received 2.0% of the training man-hours.
- The average length of a training session was 36 hours. During FY 1970 it was 62 hours. The FY 1971 figure represented a decline of 41.9%.

Summary of Trends

With data for two large single-agency programs excluded (GSA and Transportation), grades 1–4 received the same amount of training as they did in FY 1970. Those in grades 5–8 and 9–12 received more. Training rates for employees in grades 13–15, 16–18, Wage Systems, and other pay systems declined. Trends in population and training show that the Federal workforce is becoming smaller, while some employees are being more intensively trained.

Using the Study

A summary table for each of the 31 agencies included in this analysis appears in Section V of the report. Assuming the accuracy of the reported data, each table presents a complete picture of trends in training for grades groups and pay systems. Great care should be taken interpreting this data, however. As previously indicated, fluctuations in the distribution of training within agencies are sometimes profound. This report makes no attempt to explain the causes of these changes, but merely shows what changes occurred. Alone, the figures do not constitute a basis for justification or criticism of an agency's training activities. Nevertheless, the summary tables can be useful in the management of training. Accurate data—and the methodology to convert that data into useful information—is essential to sound management decisions. These same elements are also the basis for the planning, programming, and budgeting called for by E.O. 11348 and revised OMB Circular A–48. The participant and man-hour ratios discussed in the present section and shown on an agency-by-agency basis in Section V are one such method.

Similar information can be derived by agencies as reports are received from constituent units which compile training and population data. This can be compared with data on other agencies with similar manpower and mission characteristics on a Government-wide basis through the Commission's annual training report.

For example, an agency may note performance deficiencies in the work of one of its sub-units. It could consult the training data to determine how much training the employees of the sub-unit are receiving proportionate to the amount of time they work. If the figure is low, compared to other organizations within or outside the agency, an indication may appear that the performance of the sub-unit could be improved through training. If the training ratio is average or high, the agency might then reach one of three conclusions: the training received is not appropriate to the unit's problem, the training is not being effectively delivered or, that in this instance, there is not a training problem and they should look elsewhere for an explanation of performance deficiencies. If additional training is undertaken, the agency could, at year-end, compute a new man-hour ratio to determine how much training was given and compare this figure with any changes which have been observed in the sub-unit's performance.

Observing its man-hour ratios, an agency may also conclude that in certain places a large amount of training is being given which has never been evaluated. It may wish to find out why a training ratio is very high compared to those in other sub-units or in other agencies. In some cases, special training programs may suggest obvious answers. But even where a high man-hour ratio can be tracted to a particular program, the agency may determine that the program consumes such a large share of its total training resources that it should be examined carefully to determine its value. In the case of a high man-hour ratio for a particular group of employees, the agency may also wish to study other man-hour ratios to determine whether the emphasis on training for one group has led to other groups being undertrained. Such information can be most useful in planning and budget preparation.

In the case of Presidential programs, such as Upward Mobility and Executive Development, the training data can readily show to what extent an agency is participating in the program. An agency may conclude that its man-hour ratio for lower-level employees is too low for advancement to occur and may then take corrective action. On the other hand, it may determine that the training rate is adequate and take no further steps in the absence of further indications that a training problem exists. It is also possible for an agency to have a well-publicized training program which does nothing to change the rate of training for an employee group or which may only withdraw resources from other programs which still need support.

Obviously, training ratios can never be the only items of information which lead to training decisions. The figures are program indicators, giving an approximate idea of the status of the training program, offering clues about where to look to locate training problems, and providing means for monitoring the effects of training decisions.

Used for these purposes, the training ratios are more valuable than gross figures of numbers of employees trained or of training expenditures. Properly conceived and applied, ratios of this type will become more useful to management in the planning, evaluation, and control of training.

The remainder of this section consists of three data tables showing figures for the agencies included in this study. The 16 large agencies are listed separately. The 15 small agencies are shown together. The tables show Changes in Man-Hour Ratios, FY 1970–FY 1971 (Table 7), Average Time Spent in Training by All Employees, FY 1971 (Table 8), and Average Length of Training Session per Participant (Table 9). These tables supplement the narrative in this section as well as the agency tables in the statistical section (Section V).

AGENCY TRAINING CENTERS

127,621 Federal employees attended agency training centers in FY 1971, accounting for 13.2% of all training participants. In addition, 20,198 non-Federal employees attended courses at the centers. Table 10 illustrates the participant composition at all centers.

Table 10: AGENCY TRAINING CENTER PARTICIPATION, FY 1971

	Participants	Percentage
Agency Employees	94,945	64.3
Employees of Other Agencies	32,676	22.1
Total Federal	127,621	86.4
Non-Federal	20,148	13.6
Total	147,769	100.0

Table 7: CHANGES IN MAN-HOUR RATIOS, FY 1970-FY 1971 (IN PERCENTS)*

Agency	GS 1–4	GS 5–8	GS 9–12	GS 13–15	GS 16–18	Wage Systems
Agriculture	+26.5	+1.6	+4.5	+5.5	−14.1	+42.1
Commerce	+37.8	−13.5	+7.9	−1.2	−7.1	+180.0
Army	+26.1	+11.8	+22.4	+10.1	−45.2	−8.8
Air Force	−25.0	−3.9	−14.6	−16.8	−29.9	+1.7
Navy	−36.1	−45.8	−33.1	−27.1	−51.3	−28.0
Other Defense	+25.8	−7.8	−6.6	−17.6	−35.6	−22.5
HEW	+83.3	+96.2	−8.1	−11.0	−11.4	+291.7
HUD	−44.4	+575.0	+880.0	+45.9	+23.1	—
Interior	+49.1	+14.3	+66.3	−20.2	+44.2	−18.0
Justice	−14.9	+130.8	+8.6	−44.1	−58.5	−100.0
Labor	+43.5	+13.3	+72.6	−16.3	+35.2	—
Transportation	+138.9	−55.8	+20.1	+46.7	−9.2	−23.3
Treasury	−27.3	−14.1	+52.2	+84.4	−56.5	+181.0
GSA	+200.0	+26.6	−3.7	+9.7	−8.3	+2.7
VA	−14.9	+11.4	+4.5	+2.3	+73.1	+100.0
NASA	−21.8	+8.4	−21.0	−22.6	−34.6	−42.7
15 Small Agencies	+34.1	+32.8	−1.4	0.0	+163.3	+94.4
All Agencies	+4.9	+6.9	+10.9	−1.2	−21.2	−9.8

*Other Pay Systems and Agency Totals not available

Table 8: AVERAGE TIME SPENT IN TRAINING BY ALL EMPLOYEES, FY 1971 (IN HOURS)

Agency	GS 1–4	GS 5–8	GS 9–12	GS 13–15	GS 16–18	Wage Systems	Other	All Groups
Agriculture	7.8	23.2	37.6	31.4	30.9	4.9	28.7	24.3
Commerce	45.0	16.3	34.9	28.9	26.2	2.5	10.5	24.5
Army	5.3	15.4	33.8	37.6	29.2	5.6	6.4	14.0
Air Force	3.3	17.8	25.4	31.4	30.7	11.1	6.5	14.7
Navy	4.2	9.4	20.9	23.4	24.7	13.1	0.4	13.3
Other Defense	7.1	27.8	54.3	56.1	43.9	5.6	1.5	31.6
HEW	12.0	46.7	24.7	24.9	26.9	17.1	0.0	25.6
HUD	10.0	19.6	17.8	26.0	27.1	7.1	2.2	18.0
Interior	14.9	20.3	49.2	18.7	11.3	7.4	20.7	25.6
Justice	73.9	59.9	98.4	10.4	8.0	0.0	2.4	59.6
Labor	18.0	15.4	29.8	18.7	17.4	2.0	0.0	20.7
Transportation	56.8	79.5	83.7	43.9	30.3	13.8	2.4	63.2
Treasury	21.2	70.6	49.8	36.5	21.8	64.3	0.0	45.0
GSA	34.9	21.6	28.1	28.9	28.1	6.9	15.4	17.8
VA	11.4	7.1	12.5	16.3	34.0	3.3	14.5	9.8
NASA	7.8	16.3	29.4	29.8	24.7	9.3	15.3	24.2
15 Small Agencies	16.0	15.4	12.5	12.2	14.3	6.4	1.8	12.3
All Agencies	11.6	25.2	36.9	30.3	23.6	10.0	8.4	20.2

Table 9: AVERAGE LENGTH OF TRAINING SESSION PER PARTICIPANT, FY 1971 (IN HOURS)

Agency	GS 1–4	GS 5–8	GS 9–12	GS 13–15	GS 16–18	Wage Systems	Other	All Groups
Agriculture	18	26	26	32	47	16	71	27
Commerce	23	40	63	59	57	31	78	44
Army	19	44	49	46	48	55	61	45
Air Force	31	66	47	67	67	61	20	55
Navy	33	40	49	52	41	66	1,212	55
Other Defense	35	57	50	56	59	31	26	50
HEW	32	91	41	31	43	130	34	56
HUD	29	39	38	49	72	40	15	39
Interior	34	33	58	36	55	37	151	48
Justice	84	72	103	21	21	8	14	78
Labor	26	24	28	28	48	37	—	27
Transportation	201	149	124	52	70	65	25	105
Treasury	24	60	37	28	47	212	—	42
GSA	51	29	25	25	38	39	30	34
VA	50	25	23	28	29	20	26	30
NASA	27	32	35	39	43	23	73	36
15 Small Agencies	37	48	32	32	57	47	38	38
All Agencies	35	53	49	42	49	59	36	48

The total cost of this training was $42,714,127 and averaged $285 per person trained. Of this total, 91% was composed of staff salaries with the remaining 9% representing expenditures on training aids, equipment, materials and supplies. There are currently 83 such centers maintained by 15 agencies. Designed primarily to meet internal training needs, these centers are often open to employees from other agencies. *Agency Training Centers For Federal Government Employees,* a directory compiled by the Civil Service Commission's Bureau of Training, provides a current listing of all centers and the courses offered. Where appropriate, interagency participation at these centers can enable Federal agencies to share their training.

OFF-CAMPUS STUDY CENTERS

Off-campus study centers are established by cooperative agreements between Federal agencies and educational institutions to provide career-related training and higher education opportunities at a relatively low cost at the work site. In FY 1971, 12 agencies sponsored 125 off-campus study centers (often in cooperation with other agencies at both the Federal and state level) throughout the United States and in Puerto Rico and Europe. The courses and programs offered include nearly every major field of study from the Arts to Zoology. Table 11 illustrates the participant composition at these centers.

Table 11: OFF-CAMPUS STUDY CENTER PARTICIPATION, FY 1971

	Participants	Percentage
Agency Employees	29,035	73.0
Employees of Other Agencies	3,022	7.6
Total Federal	32,057	80.6
Non-Federal	7,739	19.4
Total	39,796	100.0

Off-Campus Study Centers For Government Employees, a directory compiled by the Civil Service Commission's Bureau of Training provides a current listing of all centers and fields of study offered.

TRAINING EXPENDITURES

Summary data show that $200,271,208 were spent for training during FY 1971, an increase of

17.2% over the previous year. The average cost for each participant was $207, compared to the FY 1970 average of $176. Non-salary expenditures accounted for 48% of the total, an increase of 2% over FY 1970, while salary expenditures declined from 54% to 52% of the total. Thus non-salary costs increased more than salary costs.

This is only the second year that agencies have been required to report internal training costs and with only two years of data available, no meaningful trends can yet be detected. All that can be said at this time is that reported expenditures for internal training are increasing but that actual growth cannot yet be accurately determined.

Non-Salary Expenditures

Non-salary expenditures for training totaled $95,338,901, an increase of 18% over the $80.6 million reported for FY 1970. The average non-salary cost per participant for FY 1971 was $99, an increase of $10 over the previous year's average of $89. This might indicate that non-salary expenditures increased by over 11%, while participation increased by only 6.6%. Expenditures for internal training accounted for $51.6 million, or 54% of the total non-salary expenditures of $39.8 million. However, for FY 1971, internal travel and *per diem* expenditures totaled $40.5 million or 78% of all non-salary internal training expenditures. This is an increase of 25%, or $8 million, of this expense item over FY 1970 expenditures of $32.4 million.

This $8 million increase for one item of expense in one category of training represents 55% of the increase in expenditures for all items of expense in all categories of training. Spot checks of those agencies reporting the largest percentage increases for expenditures for internal travel and *per diem* indicated that an appreciable percentage of these increases can be attributed to more accurate reporting systems. Hence, the full amount of the reported increases cannot be assumed to represent an actual increase in expenditures for training but only an increase in reported expenditures. This must be kept in mind when examining Table 12, which displays non-salary expenditures by type and Chart 12, showing percentage breakdowns.

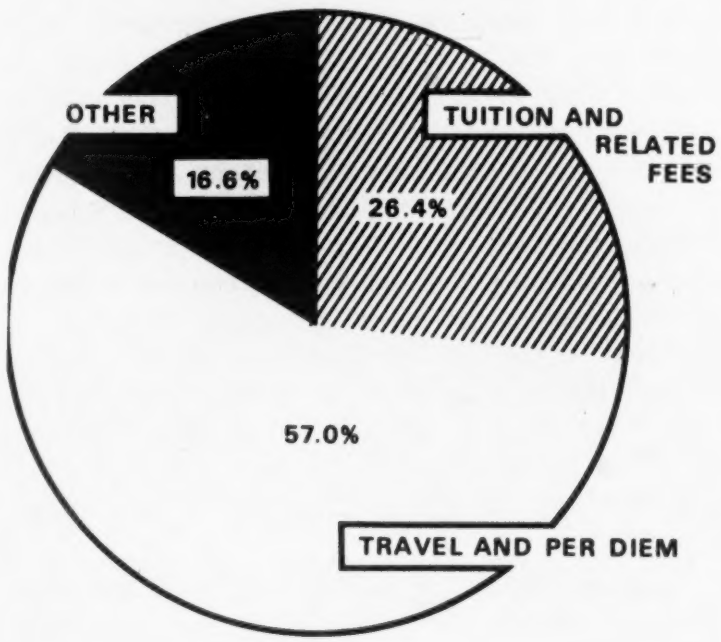
Expenditures for interagency and non-Government training combined increased 7%, while total participation in these categories increased 5%. In-house training expenditures increased 12%, or over $2 million, while participation increased by 7.8%. Increases were approximately equal for all types of expense for an increase in the average cost of $13 per participant. Non-Government short-term training expenditures increased 4% or $1 million while participation declined by .6% or 102 individuals, for an average increase of $6 per participant. Sixty percent of this increase was due to increased expenditures

Table 12: AGENCY NON-SALARY EXPENDITURES FOR TRAINING, FY 1971 (IN DOLLARS)

Type of Expense	Internal	Interagency	Non-Government Short-term	Non-Government Long-term	Total
Tuition and Related Fees	793,689	6,883,325	15,582,923	1,947,126	25,207,063
Travel and Per Diem	40,549,302	4,576,957	7,614,347	1,556,342	54,296,948
Other Expenditures	10,269,374	317,941	4,941,362	306,362	15,834,890
Books and Materials	(1,864,822)	(72,534)	(561,337)	(140,633)	(2,639,326)
Contractors	(4,824,904)	(199,933)	(4,339,369)	(163,721)	(9,527,723)
Rental	(508,323)	(75)	(4,325)	(NONE)	(512,723)
Other Related Costs	(3,071,324)	(45,399)	(36,331)	(1,859)	(3,154,913)
TOTAL	51,612,365	11,778,223	28,138,632	3,809,681	95,338,901
Percent of Total Expenditures	54.1	12.4	29.5	4.0	100.0
Percent change from FY 1970	+29.5	+21.6	+3.7	−2.7	+18.3
Percent change from FY 1968	—	+98.4	+34.4	+9.8	+44.1*

*Internal training expenditures not included in determination of percentage.

Chart 12 - PERCENTAGE OF NON-SALARY EXPENDITURES BY TYPE



for contractors with tuition increases accounting for 25% and travel and *per diem* 10%.

Non-Government long-term training expenditures declined by 3%, or $125,000, while participation declined by 1%, or 20 individuals. Tuition payments declined but expenditure increases for contractors and travel and *per diem* offset most of that decrease.

For all sources of training, travel and *per diem* expenditures accounted for 60%, or $9 million, of the total increase in non-salary expenditures, with $8 million of that increase occurring in the category of internal training. Participation in internal training in FY 1971 increased by 8% over the FY 1970 level. To obtain an approximation of the actual increase in internal travel and *per diem* expenditures, the FY 1970 internal travel and *per diem* expenditures were increased by 8% which gave an approximate expenditure of $35 million, a decrease of $5.5 million from the reported expenditures for this type of expense in FY 1971. This resulted in total non-salary expenditures for all categories of training of only $90 million, or an increase of 12% over the total for fiscal 1970. This increase is comparable to the 13% average yearly increase in non-salary expenditures since FY 1968.

Based on reported data, the non-salary expenditures and average participant man-hour costs by source for FY 1971 were:

- Internal: $51.6 million was expended on the training of 713,803 participants for an average participant cost of $72; the cost per participant hour for 35,771,853 hours was $1.44.
- Interagency: 85,934 participants received training at a cost of $11.8 million for an average of $137 per participant; the cost per participant hour for 3,554,044 hours was $3.31.
- Non-Government Short-Term: 166,240 participants were trained at a cost of $28.1 million resulting in an average cost per participant of $169; the cost per participant hour for 6,939,480 hours was $4.05.
- Non-Government Long-Term: 1,642 participants were trained at a total cost of $3.8 million for an average of $2,576 for each participant; the cost per participant hour for 2,071,587 hours was $1.84.

Salary Expenditures

The total salary expenditures for both full-time and part-time training personnel totaled $104,932,307, an increase of 15.7% or $14,252,335 from FY 1970. The average salary expenditure per employee trained in FY 1971 was $108, for an increase of 8%, or $8, over the average for FY 1970.

Full-Time Staff Salary Costs

Fifty-two agencies reported full-time salary expenditures of $92,925,988 for 7035 employees in the following categories:

- Employee Development Officers: 2123 employees in this category earned $32,962,122 in salaries.
- Instructors: 2,895 employees received salaries totaling $39,217,252.
- Administrative Support: 749 employees earned $12,128,959 in salaries.
- Clerical Support: 1,269 employees in this category received salaries totaling $8,617,-655.

The total of these expenditures is an increase of 16.9%, or $13,441,495 over FY 1970. This increase was affected by the hiring of an additional 614 full-time training personnel, who earned ap-

Table 13: AVERAGE SALARY BY CATEGORY OF FULL-TIME TRAINING PERSONNEL, FY 1968 AND FY 1971 (IN DOLLARS)

	Employee Development Officers	Instructors	Administrative and Clerical Support	Average
1971	15,546	13,547	10,281	13,209
1968	11,355	10,774	5,444	9,654
Dollar Change	+4,191	+2,773	+4,837	+3,555
Percentage Change	+36.9	+25.7	+88.9	+36.8

proximately $7.7 million in salaries, and the Federal Employees Salary Act of 1970, which resulted in an average salary increase of $813 per individual for a total rise in full-time salary expenditures of approximately $5.7 million.

Since FY 1968, expenditures for full-time staff salaries have increased 89.6%, which is an annual growth rate of approximately 23%. Over the same period, the full-time staff has increased 38.6%, or 1,958 employees, from the FY 1968 total of 5,077, and the average salary has increased by 36.8%, or $3,555. Table 13 illustrates the change in salary expenditures that has occurred since FY 1968.

Part-Time Staff Salary Costs

Part-time training personnel are defined as those employees who spend at least 25% of their time, but less than full-time, in activities directly related to training.

Forty-two agencies reported that part-time personnel worked an estimated 1,147 man-years and received $12,006,319 in salaries. The part-time staff represented 16% of total training staff man-years and 11.5% of total salary expenditures.

The total number of part-time man-years remained relatively constant from FY 1970, decreasing by only 23 man-years. Salary expenditures increased 7.2% for this category over FY 1970. The average expenditure for each man-year increased 9.4% to $10,468, an increase of $899 over the FY 1970 average of $9,569. This increase probably indicates that higher grade level employees are being utilized for training on a part-time basis as the percentage increase in the average expenditure per man-year is greater than the Federal pay raises discussed earlier would account for.

DISTRIBUTION OF FULL-TIME TRAINING PERSONNEL

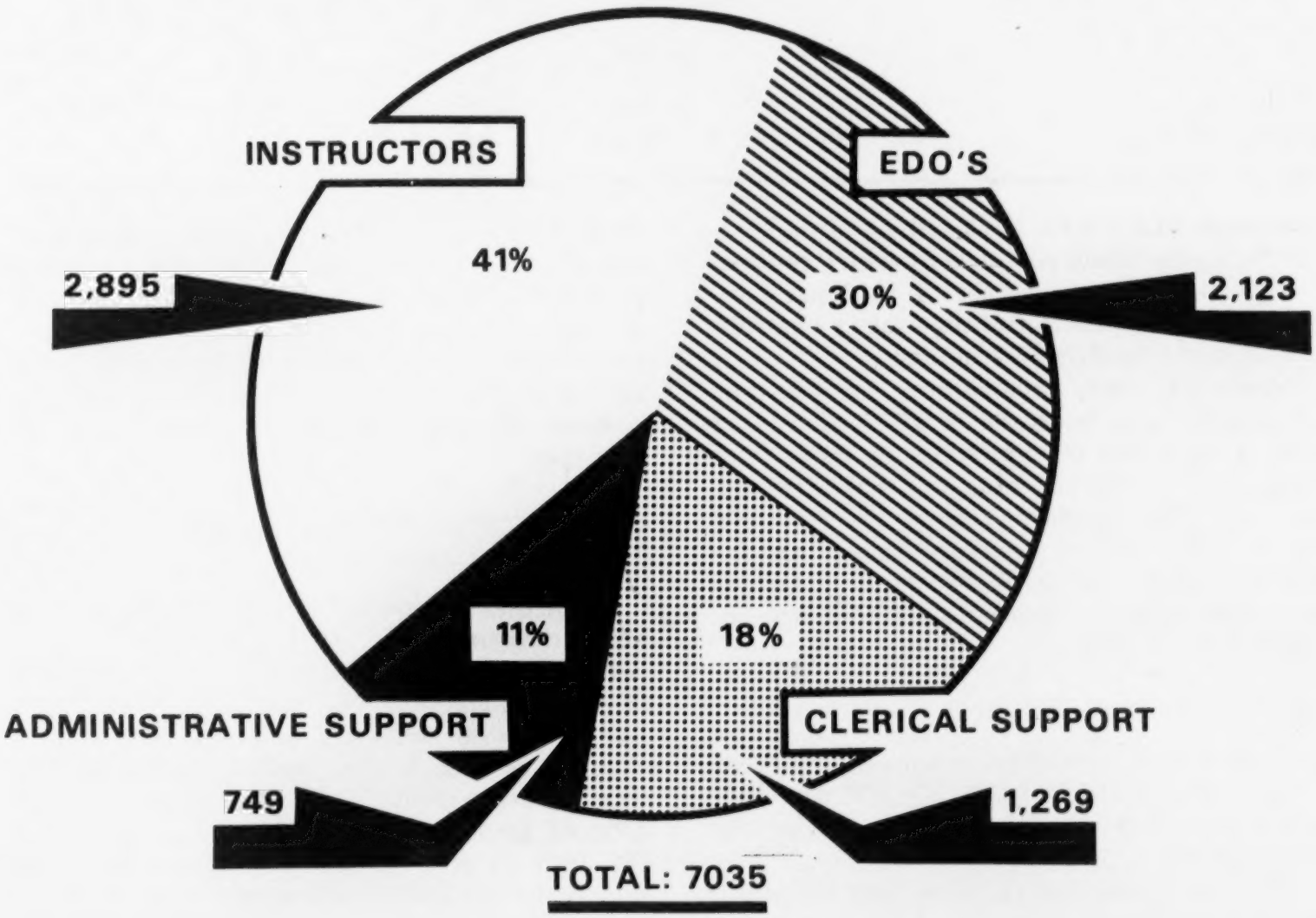
The distribution of full-time training personnel by category for FY 1971 is given in Chart 13. Although year-by-year variations have occurred in this distribution, the long-term percentages have remained relatively constant. The largest change has been in the relative number of Employee Development Officers (EDO's), who have declined from 33% of all training personnel in FY 1967 to 30% in FY 1971. Over the same period the percentage of support personnel has increased 2% from 27% of all full-time training personnel to 29%. Instructors comprised 40% of the total in FY 1967 and have increased by only 1% to the FY 1971 total of 41%. These changes are shown in Table 14, which shows the percentage distribution of training personnel by category for FY 1967 and FY 1971.

While the table shows a decline in the ratio of Employee Development Officers relative to all

Table 14: PERCENTAGE DISTRIBUTION OF FULL-TIME TRAINING PERSONNEL BY CATEGORY—FY 1967 AND FY 1971

	1967	1971
Employee Development Officers	33%	30%
Instructors	40%	41%
Support Personnel	27%	29%
Total	100%	100%

Chart 13 - DISTRIBUTION OF FULL-TIME TRAINING PERSONNEL, FY 1971



full-time training personnel, the absolute number of Employee Development Officers and other training personnel in all categories has shown a steady increase since FY 1967. There has been an increase of 40.4%, or 611, in the number of Employee Development Officers during this period with all other categories of training personnel showing comparable increases. For all categories, there has been an increase of 52.7%, or 2429 employees since FY 1967. Table 15 summarizes this numerical and percentage growth.

The increase in full-time training personnel since FY 1967 has exceeded the growth in agency population over the same period, resulting in a higher ratio of training personnel to all employees. More significantly, the increase in training personnel continued in FY 1971 while the Federal workforce decreased in size. In FY 1967, there

Table 15: NUMBERS OF FULL-TIME TRAINING PERSONNEL BY CATEGORY— FY 1967 TO FY 1971

	1967	1970	1971	% Change FY 67–71	% Change FY 70–71
Employee Development Officers	1,512	2,080	2,123	40.4%	2.1%
Instructors	1,865	2,541	2,894	55.2%	13.9%
Support Personnel	1,229	1,800	2,018	64.2%	9.7%
Total	4,606	6,412	7,035	52.7%	9.7%

were an average of .81 Employee Development Officers, and an overall average of 2.49 full-time training personnel, for each 1,000 Federal Employees. In 1971, these ratios were 1.02 and 3.38 respectively. The changes in the ratio of all categories of training personnel per 1,000 employees are shown in Table 16.

The Civil Service Commission has long believed that many agency training offices have been understaffed relative to their responsibilities. With the increase in training personnel and the decrease in the Federal workforce, it is felt that a more reasonable employee-trainer mix is being reached. As described in Section I of this report, the increasing number of new training programs and responsibilities suggests that more training personnel will be required to handle the resulting workload. In these circumstances, the ratio of training personnel to agency employment will probably continue to increase.

Table 16: FULL-TIME TRAINING PERSONNEL BY CATEGORY FOR EACH 1,000 FEDERAL EMPLOYEES, FY 1967 TO FY 1971

	1967	1968	1969	1970	1971
Employee Development Officers	.81	.76	.92	.96	1.02
Instructors	.99	1.11	1.25	1.18	1.25
Support Personnel	.66	.60	.88	.96	.97
Total	2.49	2.47	3.05	3.10	3.38

III TRAINING ACTIVITIES OF THE CIVIL SERVICE COMMISSION

The training activities of the Civil Service Commission are carried out primarily by the Bureau of Training, the Regional Training Centers, and the Federal Executive Institute. During FY 1971, the Bureau was reorganized into four operating offices or divisions and an office of administrative management. The operating units serve the following purposes:

Training Operations conducts the interagency and intergovernmental training programs for Federal, state and local employees at the Commission's Executive Seminar Centers and the Washington and Regional Training Centers.

The Training Assistance Division coordinates training opportunities for lower-level, disadvantaged, and summer employees, promotes and administers the Education for Public Management Program and the Federal Personnel Intern Program, coordinates and promotes the use of interagency training programs, provides agencies with guidance and consultation on individual and general problems related to training, and provides guidance and leadership in the development, selection, evaluation, and utilization of modern instructional methods and techniques.

The Public Service Careers Office administers Plan D of the Department of Labor's Public Service Careers Program to improve and expand current programs to employ persons with limited education and skills within the Federal Government and to expand current activities to upgrade lower-level employees.

The Training Management Division serves as the focal point within the Government for information collection and analysis, strategic planning, systems development, evaluation, and research in regard to training.

The Commission's training functions can be grouped into three broad categories, in which any of the Bureau of Training operating units may be involved: interagency training, intergovernmental training, and consultation, leadership, and assistance. Highlights of the Commission's FY 1971 activities will be discussed under these categories.

INTERAGENCY TRAINING

The Commission's interagency training program continues to grow. In FY 1971, 76,053 employees received training in courses conducted by the Bureau of Training and the Regional Training Centers. This was an increase of 24.5% over the FY 1970 total of 61,087. Of this total, 74,702 attended courses at the Bureau's Central Office and Regional Training Centers. The Executive Seminar Centers located at King's Point, New York, and Berkeley, California, accounted for 1,351 participants. Attendance at these two centers has remained relatively constant since FY 1967. Chart 14 shows the growth in total participation for all facilities since FY 1965. (Data for the Federal Executive Institute, a separate organization within the Civil Service Commission, is not included in these totals. Training activities of the Institute are discussed separately in this section.)

The FY 1971 participation total includes 7,238 employees of state and local governments, a figure which exceeded expectations by more than 2,000. Commission training personnel offered 3,073 program sessions, giving classroom training of 91,586 hours in length. Attendance at these sessions accounted for 7% of all Federal employee training in FY 1971.

The increased participation and new training responsibilities has led to the establishment of new training facilities and programs which are described below.

Executive Seminar Centers

In July, 1971, the third Executive Seminar Center was opened in Oak Ridge, Tennessee. With this new center, the total capacity at the executive seminar centers now exceeds 2,000 executives per year. The new center will take advantage of the scientific resources and talent available within the immediate area.

Labor Relations Training Center

In response to the growth of Federal employee unions and negotiated contracts, as well as the need for a "management team" orientation, the Commission established the Labor Relations Training Center during FY 1971. The purpose of the center is to train agency supervisors, managers, executives, and specialists in the knowl-

edge and skills required to establish constructive collective bargaining relationships. The center's program is designed to train the management team to handle union-management conflict by providing a realistic approach to the collective bargaining process as well as the specific skills needed to utilize it. The need is intense. By 1971, more than 3,000 exclusive bargaining units had been certified in the Federal Government. Better than 60 percent of the entire civil workforce was represented by unions. At least 3,000 contracts will have to be negotiated during the next few years. The number of exclusive bargaining units and contracts is increasing at a rapid pace.

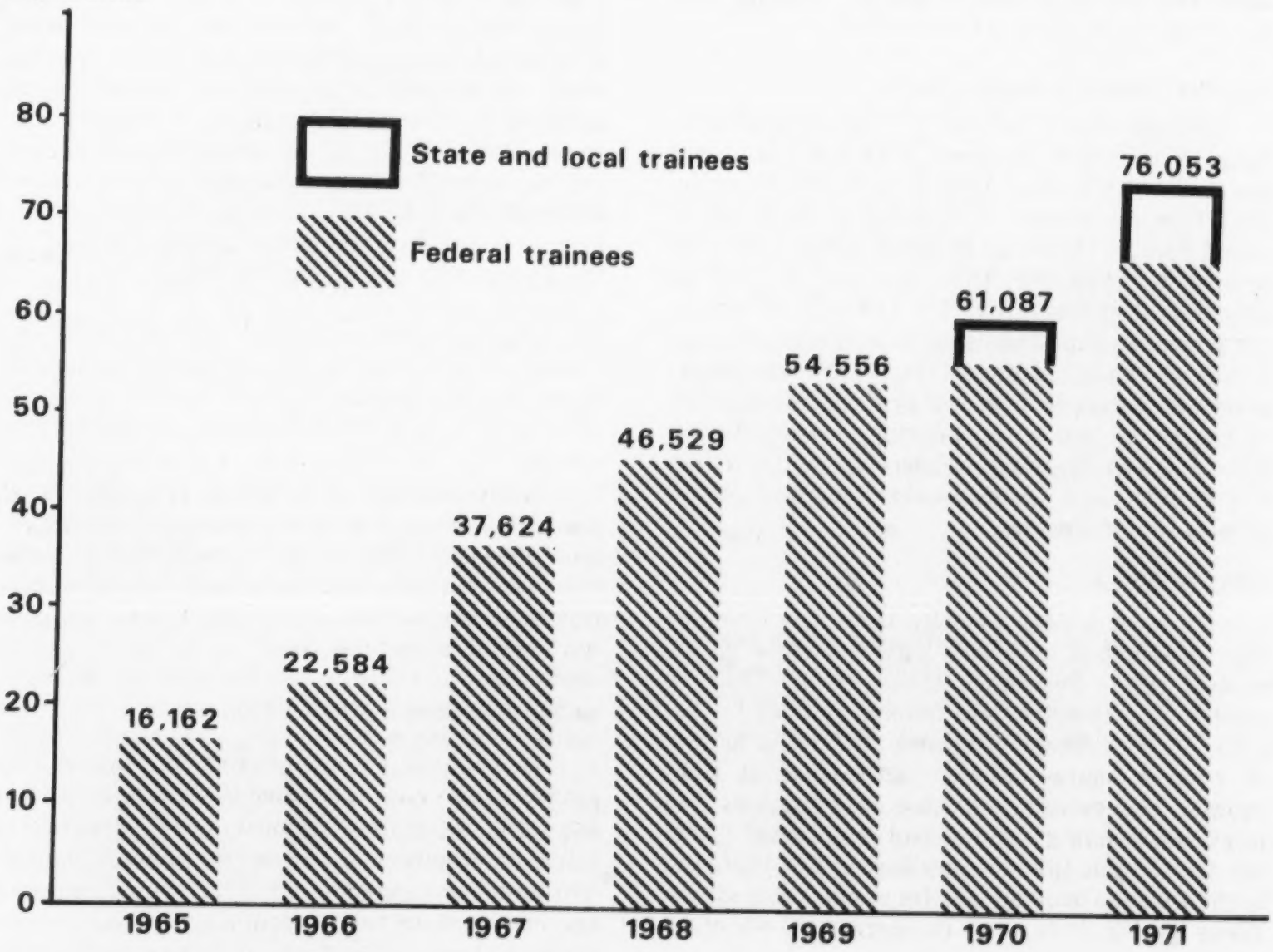
The Center's curriculum is divided into three categories:

1. *Management Labor Relations Policy and Conduct, Collective Bargaining—General Series.* These are the basic knowledge and skill courses.

2. *Management Labor Relations Policy and Conduct, Collective Bargaining-Specialty Workshop Series.* The courses in this series are designed to provide specific skill training.

3. *Collective Bargaining—Special Programs.* These are custom-tailored special courses or programs designed, developed, and conducted

Chart 14 - TRENDS IN INTERAGENCY TRAINING FY 1965 - FY 1971



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at the request of an agency or other unit of government to meet a specific collective bargaining training need.

Southwest Intergovernmental Training Center

The Southwest Intergovernmental Training Center began operations in January, 1972, in San Antonio, Texas. First year funding is provided by the Department of Labor. The center was established to serve as an intergovernmental training facility for Upward Mobility in the Southwest. This step was taken in response to the President's 16-point program to enhance Federal employment opportunities for Spanish-surnamed Americans. The center consists of two components—one for basic education and one for skills training. As the program becomes fully operational, it is expected that employees in cities outside San Antonio, such as El Paso, Albuquerque, and Corpus Christi, will utilize the center's courses. Plans will be coordinated through the Dallas Regional Training Center of the Civil Service Commission.

National Indian Training Center

Another joint effort of the Commission, through its Denver Regional Training Center and the Bureau of Indian Affairs, is the National Indian Training Center. It is located at the Instructional Service Center at Brigham City, Utah, and opened in September, 1971. The Center provides educational opportunities for Indians, as well as for governmental officials—Federal, state, or local —who work with Indians. Courses are designed to meet specific needs identified by users. A sampling of courses in the initial offering includes Indian School Board Training, Leadership in the Indian Community, and Grant-in-Aid Programs Available to Indian People.

EEO Institute

To meet a high priority need, the Commission established a special EEO Institute in the central office Personnel Management Training Center. The Institute will develop courses for delivery in interagency programs nationwide as well as conduct courses locally. Attendance at EEO courses has greatly exceeded expectations. The Regional Training Centers had anticipated teaching fewer than 100 sessions during FY 1971, but found that the demand was for about 130 sessions. Plans for FY 1972 show an increase of about 50 sessions.

Management Sciences Institutes

Formerly, only a few Regional Training Centers offered courses in ADP management or financial management. Beginning in FY 1972, all of the regional training centers will offer courses in both curriculum areas in ten newly established Management Sciences Institutes.

Most of the basic courses in ADP and financial management will be offered initially with the expectation of expanding the curriculum as the centers develop their capability. Examples of the initial courses offered are ADP Orientation, Conversational Computing, Governmental Bookkeeping and Accounting, and Cost/Benefit Workshop.

General Management Training Center

The General Management Training Center has made the second of its 40-hour basic supervisory courses available through the Government Printing Office. The course is Supervision and Group Performance, designed for nationwide use by Federal, state, and local government organizations. On the initial Commission requisition, 29 agencies purchased 764 instructor manuals for the course. GPO sales on the first supervisory course, Introduction to Supervision, have totaled 825 copies to date. Manuals and participant workbooks for both courses continue to be stocked by the Superintendent of Documents.

Federal, state, and local governments continued to make heavy use of the Commission's basic 40-hour supervisory courses. During FY 1971, a total of 9,721 supervisors attended these courses.

Both members of Congress and officials of executive agencies have expressed a need for intensive consideration of the interrelations between Congress and the executive branch. In response to this need, the General Management Training Center held five two-day briefing conferences and workshops for officials with responsibilities for various functional areas. Three sessions were held for those concerned with education, labor, health, and welfare; and two for those responsible for public lands, land exploration, agriculture, and related areas. During these sessions, participants met with members of House and Senate Committees and key committee staff personnel, selected agency top officials and liaison representatives, and analysts from the Office of Management and

Budget with responsibilities in the program areas involved. Primary attention was given to Congressional committee work and to factors determining how legislative priorities are set, how substantive legislation and appropriation matters in those program areas are handled, and how conflicts in legislative program areas are resolved at the departmental, OMB, and Congressional levels. As a result of the affirmative response to this program, seven sessions were scheduled for FY 1972.

Federal Executive Institute

During FY 1971, 751 executives attended sessions at the Federal Executive Institute in Charlottesville, Virginia. The principal activity of the Institute is an eight-week Residential Program in Executive Education which is designed to heighten responsiveness to national needs and goals, increase appreciation for the totality of the governmental system, and improve knowledge of managerial processes.

There were five sessions of this program in FY 1971 with a total attendance of 266 people—258 were employed by the Federal government and represented 40 agencies; seven were employees of state and local governments; and one was employed by the World Health Organization. Of those attending, approximately 80% were at grade GS–16 and above (or the equivalent in other pay systems) and approximately 20% were at grade GS–15, or equivalent.

Other activities of the Institute included short seminars and conferences developed and led by members of the Institute faculty and staff, and by members of other Government organizations.

INTERGOVERNMENTAL TRAINING PROGRAMS

In 1970, the Brookings Institution, under contract to the Commission, developed a model Intergovernmental Affairs Fellowship Program. The 1971 program, patterned on this model, was designed and conducted by the Commission's Management Sciences Training Center.

The primary purpose of the fellowship is to provide the opportunity for intergovernmental learning and mutual assistance among Federal, state, and local officials engaged in grant-in-aid activities. Through this program, Federal executives with policy-making roles in grant programs can enhance management effectiveness by developing a more sophisticated understanding of the grant-in-aid environment. Eighteen grant executives participated in the 1971 session.

The Executive Seminar Centers conducted several seminars in Intergovernmental Programs and Problems during FY 1971 for Federal, state, and local officials. These seminars explore the origins, evolving nature, and problems of the American system of government. Emphasis is placed on the growing pattern of shared responsibility among national, state, and local programs. Their relationship to the larger problems of American Federalism is selectively reviewed from the vantage points of legislative and executive practitioners and scholars at all levels of government.

The Regional Training Centers have also expanded their training for state and local governments. Some examples of regional courses are Managing the Modern City, developed under contract with the State of New Jersey, and conducted by the New York region; courses for county tax assessors, developed and conducted by the Seattle region; and a cluster of specialized courses on environmental projects, such as the Environmental Engineering and Water Resources Seminar developed and conducted by the Dallas region. A workshop in Basic Employee Development, funded by the Department of Housing and Urban Development, was developed in the central office and given tuition free to state and local officials by each of the Regional Training Centers. Plans for FY 1972 call for an advanced employee development course for the same audience in all the centers.

CONSULTATION, LEADERSHIP, AND ASSISTANCE

Publications

To assist agencies in the coordination of Government and non-Government training resources for Federal employees, the Training Assistance Division of the Bureau of Training prepares the following resource publications, all of which are available from the Government Printing Office:

- *Interagency Training Programs Catalog* and the *Quarterly Calendar of Interagency Training Programs.* These publications provide information on training programs open to employees of other agencies. There

are separate issues for the Metropolitan Washington, D.C., area and the areas served by the ten Regional Training Centers.

- *Agency Training Centers for Federal Employees.* This pamphlet lists separate facilities established by agencies to conduct special agency-oriented training for their own employees. Employees of other agencies may participate on a space-available basis.
- *Off-Campus Study Centers.* This is a listing of facilities that have been established by cooperative arrangements between academic institutions and Federal agencies to sponsor continuing educational opportunities for Federal employees.
- *A Directory of Studies and Reports Related to Training and Education.* This publication is designed to facilitate the exchange of information by providing a directory of the studies and reports prepared by agencies concerning special programs, training needs, and problems.

The Commission also issues informational publications on a wide variety of training topics. In FY 1970, a series on Training Systems and Technology was introduced. As of now, six publications have been issued in this series. Among the subjects covered are training evaluation, programmed instruction, the selection and use of visual materials, and computer assisted instruction. A current directory of available publications is provided in the Commission's *Guide to Training Resource and Information Publications.*

Contract Exchange Information Service

In addition to the above publications, the Commission maintains a file of information about contracts for training services and materials. This information has been supplied by agencies and is available to government training officers on request. Such information should be useful in making decisions about new contracts and in taking advantage of products already produced for other agencies.

Public Service Careers

The Public Service Careers program completed its first full year of operations during FY 1971. The Federal component, Plan D, was administered by the Public Service Careers Office using funds provided by the Department of Labor. By the end of the year, signed agreements with agencies totalled $7,793,201. The program calls for the hiring and training of minimally skilled persons at entry level as well as providing upgrade opportunities for those already employed. By the end of the year, 2,699 new employees had been hired, and 1,494 designated for upgrade training. 217 had completed training. Trainees were located in 117 cities in 42 states and in the District of Columbia. 70% of the PSC trainees enrolled were employed outside the D.C. area. In addition to employees already participating in the program, commitments for several thousand more have been made by the agencies. The total commitment at the end of the fiscal year was 12,974.

Participant data show the following characteristics of PSC trainees:

- The typical trainee was in his 20's, male, and lacking a high school education.
- Nearly 91% of both entry and upgrade PSC trainees have remained on the job and are still employed by the Federal Government.
- Over 95% of the PSC trainees entering the program through the Worker-Trainee Exam are currently employed by their hiring agency.
- General Schedule employees constituted 37.9% of the PSC trainees; Wage Systems employees, 28.5%; Postal Field Service employees, 26.1%; and employees of other pay systems, 7.5%.
- Nearly 15% of entry-level PSC trainees were Vietnam veterans.

Several new training programs were developed or utilized in connection with the program. Four of the Commission's interagency training centers developed 14 PSC-related courses, conducted 67 course sessions, and trained 1,600 participants nationwide. HEW's Southwest Interagency Training Center, located in Washington, D.C., was funded by PSC and provided supportive services and orientation to over 400 PSC trainees and skills training to approximately 245 more. In addition, an agreement was made with Opportunities Industrialization Center, an independent, non-profit, "self-help" training organization for unemployed and underemployed persons,

to provide free orientation, counseling, advisory services, and skills training to PSC trainees.

Long-Term Training Evaluation

During FY 1971, with a decade of long-term training experience, the Commission and 12 Federal agencies undertook an evaluation to provide the basis for planning future investments in the program.

The period selected for the study covered fiscal years 1960 through 1969. Twelve agencies participated, representing approximately 40% of the assignments made to long-term training in non-Government facilities during that decade. They were the Departments of Agriculture, Commerce, HEW, HUD, Interior, Transportation, and Treasury; and the Atomic Energy Commission; the Defense Intelligence Agency, D.C. Government, NASA, and VA. (The three military departments are also participating in the study. Their evaluations will not be completed until FY 1972 due to the large volume of assignments they made during the period—over 50% of the total.)

The Commission supplied each participating agency with suggested questionnaires and other analytical tools. Agencies had the latitude to put these to use, to modify them, or to develop their own methods for eliciting the needed information, so long as certain minimum standards were met. The minimum standards set by the Commission were:

- Management appraisals of the influence of the training on the trainee's value to the agency.
- Appraisals by the trainee and his supervisors of (1) the timing of the "payoff"; (2) the degree of utilization of the training received; and (3) the degree of realization of the training objectives.
- Descriptions by the trainee and his supervisors of how the training was applied to the agency's problems and programs.
- Management review of the information gathered and an estimation of the return on the investment in light of the costs and the benefits of the training.
- A summary of findings, showing selected characteristics of the trainees and the training programs, as well as the nature of the return.
- A report to the Commission transmitting the summary of findings, a statement of the agency's policy concerning future use of long-term training in non-Government facilities, and any recommendations the agency cared to make growing out of the study.

In reporting the return on their investments, the agencies used the categories established by the Commission: Very Good, Moderate, Small, Broke Even, and Did Not Break Even. Appraisals were reported on 2,610 assignments. In comparing the costs to the benefits derived from the assignments, the agencies reported a moderate or better return on 90% of the assignments. In only 2% of the assignments did the agencies report that they did not break even. The most prevalent reason for appraisals of less than moderate return was that the employee left the agency which sponsored the training.

A number of recommendations were passed on to the Commission by the participating agencies regarding the use of long-term training, such as:

- A specific plan for utilization of the trainee should be required for each long-term training assignment.
- A continuing responsibility for achieving utilization of the knowledge acquired through the training should be assigned to an appropriate official.
- A career development profile should be used in connection with training assignments under "broadening" programs in order to forecast the employee's position assignments and to assist in utilizing him properly during the critical post-training period.
- A well-conceived written plan for the anticipated post-training assignment of the employee should be an integral part of the nominating document.
- The Commission should reaffirm the "simultaneous selection" concept by reissuing the substance of Bulletin 410–19 ("Selection of Candidates for Long-Term Training," now expired), to ensure that consideration is given to all eligible employees and that the best candidates for long-term training are nominated systematically.
- Guidance should be given to agencies show-

ing how relief from employment-ceiling restrictions can be granted to organizations which send employees to long-term training (such as the allocation of spaces from a central pool).

Several agencies reported that increased attention would be given to the post-training utilization of employees assigned to long-term training. In addition, there was clear indication that future selections for long-term training would be influenced by the nature of the return the agencies experienced on past investments as revealed by the study.

The Commission is reviewing the recommendations made by the participating agencies to consider the need for policy changes or guidelines to ensure that future investments in long-term training will continue to be responsive to national priorities and programs as well as present and projected conditions affecting Federal employment.

Training Cost Model

Over the years, training officers and agency management in general have become more concerned with the cost of training. One reason for this concern is the increased cost of training; another is the increased importance of training in an agency's operation. Until now, however, there has been no system available to enable trainers to arrive at standard cost data on training. Since this kind of information is essential for the efficient management of training, the Civil Service Commission has developed a training cost model for agency use.

The primary purpose of the training cost model is to predict the annual costs of a proposed training course; a secondary purpose is to reconstruct costs of a past course where there is no accurate accounting data available. Four steps are involved in the use of the model. The first is the making of basic assumptions about the course, such as its length, the number of people attending, and the type of methodology used. The second step is the selection of cost data from cost data tables. The tables provide standard costs on salary, travel, development, and production. The third step involves entering the data on four worksheets, covering costs for development, participants, instructors, and facilities. On each worksheet, both annual cost and cost per trainee hour are calculated. Annual cost is needed as an input to the agency's budget and per trainee hour cost as one measure of course efficiency. The fourth step is the transferal of the data to a summary worksheet. While the first step—making the assumptions—should be done by a qualified training officer, the other three steps can be done by clerical personnel.

The model is useful for a number of purposes: Different training formats can be costed out and compared. Contractor proposals can be analyzed from a cost standpoint. The cost of training can be compared with the cost of other problem-solving methods. Accurate performance-linked budget inputs for the training function can be provided. And the model gives a sound basis for including training in an agency's strategic planning.

The cost model considers, of course, only one side of the cost/benefit ratio. A benefit model is being developed by the Commission which will be initially applicable to jobs with easily obtainable production measures. Eventually the benefit model will be used for jobs with less tangible outputs.

IV. ACCOMPLISHMENTS THROUGH TRAINING

Federal Agencies conduct training courses and programs encompassing the entire span of governmental activities. The examples given below serve to illustrate the approaches used to satisfy the diverse training needs during FY 1971. Selected from agency reports, these examples have been grouped under the following broad categories:

- Training to Improve Performance of Current Duties
- Training in Anticipation of Future Programs and Staffing Needs
- Training as a Result of New Missions or Programs
- Training to Keep Employees Abreast of Technological Advances and to Maintain Proficiency in Specialization
- Training to Develop Unavailable Skills

TRAINING TO IMPROVE PERFORMANCE OF CURRENT DUTIES

Defense Supply Agency

The Operation Deep Look Training Program (Test, Train, Re-Test) was continued at several field activities during FY 71. An important part of the program is the identification of "performance gaps" and the necessary follow-up training and development. At the Defense Depot in Ogden, Utah, 121 warehouseman and 25 packers received 8 to 18 hours of training in warehouseman techniques or packer producers. DDOU operations reports indicate a productivity increase in the receiving function and the packing and shipping functions of 7 to 10 per cent over the FY 70 level.

Department of Housing and Urban Development

A major reorganization and realignment of HUD at the beginning of last fiscal year precipitated numerous meetings of the Regional Training Committee to plan types and methods of training needed for employees. The kinds of training required were both a general orientation to acquaint each person with overall goals, objectives, and responsibilities, and more intensive training for members of the professional staff.

Program offices worked out a two-day agenda to be taught in the area offices by teams from the regions. A general orientation was first conducted, followed by sessions on various programs or phases. Employees selected and attended sessions according to their particular area of interest or need.

In addition, various workshops were conducted in the regional offices. Employees came from area and insuring offices to attend. The workshops included Wage Requirements Workshop, Seminar on Realignment, (New Roles of Regional and Area Offices), RAMIS Training, Financial Management Seminar, Codes Training, and a Model Cities Training Conference.

Department of Transportation

In May, 1971, the first group of supervisors and managers attended the newly established FAA Management Training School at Cameron College, Lawton, Oklahoma, where FAA supervisory and managerial training is conducted on a live-in basis. All new current supervisors and middle managers must attend the appropriate course. Each of the three-week courses consists of 80 hours of study in basic supervisory or managerial skills together with 40 hours of laboratory work in which actual supervisory or management situations are simulated. Heavy emphasis is being placed on post-course counseling and application of the newly learned skills and knowledge back on the job. Following the initial training, supervisors and middle managers will attend a one-week refresher training course each year. A total of 3,000 supervisors and 600 managers are expected to attend the school annually. From May, 1971, through the end of the fiscal year, 623 trainees were enrolled.

Department of the Air Force

Civilian employees were enrolled in the two-week Environmental Protection Course given at the Air Force Institute of Technology's Civil Engineering School. This course broadens the professional skills of engineers in the application of identification techniques for environmental protection and control. Fundamental instruction includes current technology in water quality, air quality, solid waste management, noise, radiation hazards, herbicides and pesticides, land management, and environmental impact statements. The course provides students with a basis for applying principles and methods applicable to identifying sources of pollutants and selecting proper treatment and/or disposal techniques to comply with

standards. Individuals in positions designated as environmental protection engineering-management in the Civil Engineering functional area or Air Force bioenvironmental engineers are provided this training to update professional skills. It is planned that graduates of this course will be eligible after four years for refresher training in this area.

Department of Health, Education and Welfare

The Social Rehabilitation Service continued the implementation of a Management by Objectives program and developed an operational planning system as part of the newly designed Rehabilitation Service Management System. Training in these programs continued for executives, managers, supervisors and other professionals to participate in the joint setting of organizational program objectives and individual employee objectives, both personal and those based upon job responsibilities. Most of the training is conducted under contract. One of the most important results noticed thus far is the establishment of realistic objectives in tune with the Secretary's goal and Regional Directors' priorities. The service is continuing to develop in-house capabilities to reduce dependence on contracts.

Department of the Treasury

An international training course was developed in late 1970 by the Office of the Comptroller of the Currency to better prepare examiners for examining foreign branches and international departments of national banks. Twenty-five examiners participated in the one-week course. The trainees received intensive instruction in operations of foreign departments of American banks, Edge Act Agreement Corporations, overseas branches, and international banking techniques, such as letters of credit, foreign exchange, foreign loans, and investments. More international training courses will be held in FY 1972.

Federal Communications Commission

The FCC is sending 7 persons to an Adult Education Demonstration Center for four hours each week so they can obtain remedial education and basic skills in preparation for receiving high school equivalency certificates. Trainees are attending the same facility for an intensive vocabulary building, reading improvement, and mathematics program under the FCC Upward Mobility Program.

Small Business Administration

Operations have improved throughout the SBA as a result of the agency-wide Cross-Training Program. All professional employees who work with applicants for assistance (financial assistance, management assistance, minority enterprise) are cross-trained in other SBA assistance programs, thereby giving them a good working knowledge of the operations of programs outside their own specialty.

TRAINING IN ANTICIPATION OF FUTURE PROGRAMS AND STAFFING NEEDS

Department of Defense

Project Hire (Alaska Native Employment Program) is a program to recruit, train, and employ Alaskan natives with little or no experience or education. Since the program began in August, 1969, a total of 426 trainees have been brought into the program (Air Force–232, Army–178, and Navy–16). The program is designed to allow a trainee to progress to a higher target grade or journeyman rate. On-the-job training is the primary method, with outlines similar to those used in the training of airmen. For those in need of special courses, arrangements have been made in addition to OJT. Special typist, key punch, and shorthand courses were set up with local business colleges, and remedial education and GED courses are in progress. Special classes were arranged to train supervisors in the socio-economic backgrounds of various Alaskan native cultures to better understand special problems relative to placement and training of Alaskan natives. The instructor was an Alaskan native, and supervisors who attended the classes said that this presentation would definitely make their jobs easier in training the Project Hire employees.

Department of Commerce

In the Department of Commerce, bureaus have been urged to direct attention toward the inclusion of women in professional training. The Department is ensuring that nominees for executive and professional training represent the workforce at the professional level, with special

attention paid to the training needs of women who have been assigned executive and management level responsibilities. It is interesting to note that the number of women who attended managerial and supervisory training courses increased by 70% over FY 70.

At the conclusion of FY 1971, the Department completed its first year of participation in the Public Service Careers Program. Under PSC, Commerce employed 142 disadvantaged job seekers (GS–1 or WG–1 or 2) and upgraded or sent to upgrade training 98 current employees (GS–1 through GS–5). The $100,700 PSC grant from Labor was a major contribution to Commerce's Upward Mobility efforts. Entry employees received orientation counseling and skills training. Immediate supervisors of the worker-trainees received training in special skills essential to supervising low-skilled employees. Upgrading activities included clerical and stenographic occupations, computer technology, printing, and the various trades.

Government Printing Office

For several years, GPO has provided pre-supervisory training for employees with potential for becoming supervisors. Three hundred and sixty-one persons were trained prior to FY 1971. One hundred and eighty (50%) of these have been promoted. Some of these employees have been promoted several times. During FY 1971, 175 employee completed classroom training and are now receiving rotational assignments and on-the-job training in supervisory functions.

National Aeronautics and Space Administration

At Langley Research Center, a Pollution Lecture Series was conducted in response to the growing interest by staff scientists in determining the problem areas which are amenable to analysis and solution using the capabilities and facilities available at the Center. This series of six lectures, which was also open to local educational institutions and other government agencies, consisted of the following topics: Diffusion and Modeling, General and Urban Modeling, Supersonic Transport and Pollution of the Upper Atmosphere, Chemistry of Air Pollution, Laboratory Simulation of Atmospheric Effects, and Pollution Work at MIT.

TRAINING AS A RESULT OF NEW MISSIONS OR PROGRAMS

Department of Commerce

In cooperation with private consultants, the Department conducted two "awareness" training seminars. Both were attended by the Assistant Secretary for Administration and 24 top management officials from all of the administrative areas. The July program, a 20-hour seminar, accomplished the following:

- Established a common understanding of the Administration's Equal Employment Opportunity Program.
- Reviewed EEO progress.
- Identified obstacles to employment and advancement from minorities' point of view.
- Established an employment and development program to encourage more qualified minorities and women to make professional careers in administration.

Department of Labor

Training was able to solve a major operational problem of the Department in FY 71. In January, the Occupational Safety and Health Act was signed into law by the President with an April 1 implementation date. The Act set standards for Safety and Health in the workplace and provided for on-site inspections by Department of Labor safety engineers. With a short time between enactment and implementation, the Department was faced with a major staffing need. The labor market supply of safety engineers was insufficient to meet this need.

At the same time, however, the economic downturn in the aero-space and related industries resulted in a large number of engineers seeking work. It was decided to tap this labor resource by providing an intense residential course in Safety Engineering Techniques and Practices. Five such courses were held. When the implementation date arrived, trained safety engineers were ready and able to usher in a new era of high standards of health and safety for the nation's workers.

Federal Power Commission

There has been growing concern in recent years regarding potential and actual power failures and blackouts. Previously, the Federal Power

Commission was less active in assessing adequate power facilities and the proper tie-in of various power systems. Because of public concern, the interconnection and coordination of power systems, reliability of power systems, and adequacy of natural gas reserves have become critical issues within the Commission. Much training is being directed toward equipping the staff with the knowledge needed to meet changes in the organization's current mission. Power Systems Engineering and the Executive Training Program in Liquefied Natural Gas are examples of new training programs.

TRAINING TO KEEP EMPLOYEES ABREAST OF TECHNOLOGICAL ADVANCES AND TO MAINTAIN PROFICIENCY IN SPECIALIZATION

Department of the Treasury

Since the banking industry continues to be revolutionized by advances in data processing, examining personnel in the Office of the Comptroller of the Currency are enrolled in the programmed instruction course, "Computer Systems Fundamentals", through their local IMB Center. In addition, during FY 1971, a five-day seminar in the use of electronic data processing techniques in bank examinations was established in cooperation with a consultant. Several seminars will be conducted to familiarize those concerned with the examination and supervision of national banks with the effect of EDP equipment on examination procedures and techniques.

The course also aids the examiner in the review of reports prepared by examiners already specially trained to examine the growing number of banks using EDP equipment. Instruction covers both the capabilities and limitations of EDP systems in commercial banks. In addition to this basic training, additional employees from each region were selected for specialized instruction in Advanced Electronic Data Processing.

General Services Administration

The Office of Automated Data Management Services in the Federal Supply Service began a long-term project to upgrade training in ADP through the in-house development of videotape training classes. The intent of the project is to standardize training at all GSA data processing facilities while at the same time substantially reducing training costs.

TRAINING TO DEVELOP UNAVAILABLE SKILLS

Department of the Army

Repairs and adjustments to the lock and dam structures under water level have been a problem since the Little Rock Engineer District became involved in navigation. Since Arkansas is an inland state, there are no trained divers available within 500 miles. To alleviate this problem a program to train employees to be part-time divers was developed. Five employees are presently attending the Divers Training Academy at Fort Lauderdale, Florida, for five weeks. After completing the school, they should be able to perform all diving activities required in the district. A sixth employee has several years diving experience in the U.S. Navy. Although the program is rather expensive, in the long run it will be much more economical than the present system of waiting for divers to report with work crews remaining idle for long periods of time.

Department of the Navy

The Navy's apprentice program provides an intake to meet anticipated requirements for skilled artisans and for employees with potential for advancement to higher level positions where journeyman or technical experience is desirable. Apprentice graduates provide a source of personnel for positions such as Foreman, Engineering Technician, Inspector Planner, and Estimator, as well as other ungraded and graded technical and administrative positions. There were 7,215 apprentices trained during this reporting period. 31% of the graduating apprentices completed their apprenticeship in less than four years.

National Labor Relations Board

As a result of in-house training under the Upward Mobility program, more than 80 NLRB employees successfully completed courses in typing, shorthand, and English usage. One positive by-product of this training was the certification of approximately 15 clerk-stenographers, most of whom moved into stenographic positions within the agency.

V. STATISTICAL REVIEW OF TRAINING

The statistical data contained in this section were submitted to the Commission by agencies through the Annual Report of Training. The tables are divided into four areas: participation and man-hours, expenditures, personnel engaged in training, and the agency summary tables. The tables show participation by pay system, man-hours of training, types and sources of training, personnel engaged in training, and training expenses compared to agency population and participation.

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Participation and Man-Hours

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AGENCY ABBREVIATIONS

AGENCY	ABBREVIATION
Agriculture, Department of	AGRIC
Air Force, Department of	A F
Army, Department of	ARMY
Atomic Energy Commission	A E C
Civil Aeronautics Board	C A B
Civil Service Commission	C S C
Commerce, Department of	COMMERCE
Commission on Civil Rights	CIVIL RIGHTS
Defense, Department of	DEFENSE
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
D. C. Redevelopment Land Agency	D C REDV LAND AG
Environmental Protection Agency	E P A
Equal Employment Opportunity Commission	E E O C
Federal Communications Commission	F C C
Federal Home Loan Bank Board	FHLBB
Federal Power Commission	F P C
Federal Trade Commission	F T C
General Accounting Office	G A O
General Services Administration	G S A
Government Printing Office	G P O
Health, Education and Welfare, Department of	H E W
Housing and Urban Development, Department of	H U D
Information Agency, United States	U S I A
Interior, Department of the	INTERIOR
International Development, Agency for	A I D
Interstate Commerce Commission	I C C
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CON
National Aeronautics and Space Administration	N A S A
National Capital Housing Authority	NAT CAP HOUSING
National Labor Relations Board	N L R B
National Science Foundation	N S F
Navy, Department of	NAVY
Office of Economic Opportunity	O E O
Office of Management and Budget	O M B
Panama Canal Company/Canal Zone Government	PANAMA CANAL
Railroad Retirement Board	RR RET BD
Securities and Exchange Commission	S E C
Selected Service Commission	SEL SVC
Small Business Administration	S B A
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	V A

TRAINING PARTICIPATION SUMMARY

PARTICIPATION BY PAY SYSTEM	INTERNAL		INTERAGENCY		NON-GOVT LONG TERM		NON-GOVT SHORT TERM		TOTAL	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
GS 1-4	94,146	3,312,519	6,648	196,867	4	2,292	8,942	374,114	109,740	3,885,792
GS 5-8	139,411	7,997,752	19,694	549,458	85	105,483	26,533	1,019,198	185,723	9,671,891
GS 9-12	227,779	11,048,663	32,198	1,078,269	879	1,087,212	65,767	2,628,540	326,623	15,842,684
GS 13-15	63,997	2,289,962	14,614	565,103	563	730,120	35,063	1,258,733	114,237	4,843,918
GS 16-18	738	24,157	663	58,467	3	4,096	963	29,760	2,367	116,480
TOTAL GS	526,071	24,673,053	73,817	2,448,164	1,534	1,929,203	137,268	5,310,345	738,690	34,360,765
WS-SPV	21,422	532,922	2,194	61,908	2	2,832	3,124	99,135	26,742	696,797
WS-N/SPV	72,845	4,970,657	2,177	73,582	55	66,040	10,680	882,138	85,757	5,992,417
TOTAL WS	94,267	5,503,579	4,371	135,490	57	68,872	13,804	981,273	112,499	6,689,214
OTHER	93,465	5,595,221	7,746	970,390	51	73,512	15,168	647,862	116,430	7,286,985
TOTAL PAY SYSTEM	713,803	35,771,853	85,934	3,554,044	1,642	2,071,587	166,240	6,939,480	967,619	48,336,964
MED/SCI/ENG	112,610	7,021,729	10,402	361,752	1,215	1,520,196	57,468	2,431,903	181,695	11,335,580
TECHNICAL	298,696	19,702,825	20,285	1,298,188	123	143,360	48,799	2,588,861	367,903	23,733,234
ADM/MGMT	135,720	4,033,835	32,290	1,174,029	292	396,055	31,662	1,084,849	199,964	6,688,768
OTHER	166,777	5,013,464	22,957	720,075	12	11,976	28,311	833,867	218,057	6,584,382
TOTAL	713,803	35,771,853	85,934	3,554,044	1,642	2,071,587	166,240	6,939,480	967,619	48,336,964

PARTICIPATION AND MAN-HOURS BY AGENCY AND TYPE

AGENCY	PROF AND SCI		TECHNICAL		SPV AND MGT		OTHER		TOTAL	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
AGRIC	16,594	547,680	26,600	857,788	30,280	725,730	18,189	320,141	91,663	2,451,339
COMMERCE	2,521	261,038	8,912	253,475	3,647	153,669	6,234	197,336	21,314	865,518
ARMY	18,474	1,298,032	71,444	5,714,034	34,790	1,063,203	61,457	1,977,233	186,165	10,052,502
NAVY	8,328	749,241	56,507	3,341,785	18,741	681,191	12,390	479,610	95,966	5,251,827
A F	5,334	479,675	47,836	3,226,893	22,214	806,593	18,068	509,058	93,452	5,022,219
OTHER DEFENSE	3,601	435,973	26,970	1,204,013	8,389	431,541	4,504	112,078	43,464	2,183,605
HEW	10,815	395,457	12,987	1,604,468	14,274	472,336	11,622	294,041	49,698	2,766,302
HUD	155	5,019	2,643	92,856	2,154	106,909	2,138	73,306	7,090	278,090
INTERIOR	8,711	492,083	6,266	698,098	10,879	367,268	22,432	444,054	48,288	1,992,503
JUSTICE	12,456	1,182,959	3,886	618,860	2,864	79,256	10,693	456,167	29,899	2,337,242
LABOR	2,140	65,814	2,392	65,832	1,361	49,088	2,371	42,704	8,264	223,438
STATE	94	5,639	245	9,199	88	4,704	637	18,292	1,064	37,834
TRANS	1,900	119,198	23,474	3,670,818	9,080	310,671	5,426	105,636	39,880	4,206,323
TREAS	35,828	2,295,368	44,362	1,091,105	6,779	272,676	10,988	529,073	97,957	4,188,222
AID	154	60,479	139	5,401	812	111,353	2,848	242,599	3,953	418,832
AEC	388	24,119	512	22,494	656	33,231	1,848	30,825	3,404	110,669
CAB	2	57	37	1,769	29	873	4	120	72	2,819
CSC	68	2,323	552	16,845	1,245	36,869	1,079	31,422	2,944	87,459
CIVIL RIGHTS					12	392			12	392
D C GOVT	16,890	1,478,996	1,983	129,032	3,290	101,444	3,643	115,379	25,806	1,824,851
DC REDEV LAND AG	18	2,556	29	1,226	33	930	83	1,386	163	6,098
EEOC	68	1,596	140	4,964	275	12,564	96	4,720	579	23,844
EPA	479	23,456	239	9,311	393	13,718	200	5,276	1,311	51,761
FCC	16	648	99	3,972	77	3,209	100	2,854	292	10,683

PARTICIPATION AND MAN-HOURS BY AGENCY AND TYPE

AGENCY	PROF AND SCI		TECHNICAL		SPV AND MGT		OTHER		TOTAL	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
FHLBB	30	792	294	10,026	208	6,328	128	5,246	660	22,392
FPC	26	1,064	180	8,662	58	1,812	30	820	294	12,358
FTC	101	1,801	78	2,452	104	4,001	3	36	286	8,290
GAO	169	10,563	262	12,865	1,693	95,296	2,377	92,677	4,501	211,401
GSA	880	27,276	11,997	467,848	3,740	108,891	3,678	81,600	20,295	685,615
GPO	24	679	697	20,582	439	12,094	235	4,054	1,395	37,409
USIA	18	378	90	2,931	156	4,848	164	7,038	428	15,195
ICC	55	4,158	15	542	66	2,893	129	3,038	265	10,631
LIB CONG	577	14,024	571	16,022	148	3,444	242	2,268	1,538	35,758
NASA	8,536	359,262	4,406	146,886	5,859	198,033	3,521	95,059	22,322	800,140
NAT CAP HOUSING	1	16	2	32	53	3,112	3	112	59	3,272
NLRB	103	5,456	55	1,320	36	1,338	178	4,262	372	12,376
NSF	17	640	109	2,825	63	3,520	90	3,543	279	10,528
OEO	67	2,257	426	12,104	1,015	42,283	827	28,300	2,335	84,944
OMB	32	2,310	17	516	32	3,838	38	808	119	7,472
PANAMA CANAL	534	70,190	599	102,503	1,024	35,864	2,893	97,410	5,050	305,967
RR RET BD	129	51,321	141	15,388	90	3,158	88	16,872	448	86,739
SEC	273	4,385	81	1,581			21	640	375	6,606
SEL SVC	1	16	13	424	686	12,180	1,362	14,648	2,062	27,268
SBA	57	1,073	472	13,318	412	11,356	437	7,598	1,378	33,345
SMITH INST	15	544	37	895	186	10,456	157	4,136	395	16,031
SOLDIERS HOME	121	3,586	29	892	54	796	12	832	216	6,106
VA	24,895	846,383	9,078	257,382	11,480	282,909	4,394	115,075	49,847	1,501,749
TOTALS	181,695	11,335,580	367,903	23,733,234	199,964	6,688,768	218,057	6,579,382	967,619	48,336,964

PARTICIPATION AND MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL		INTERAGENCY		NON-GOVT LONG TERM		NON-GOVT SHORT TERM		ALL SOURCES	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
FHLBB	221	7,348	122	3,650			317	11,394	660	22,392
FPC	89	4,032	52	1,604			153	6,722	294	12,358
FTC	215	4,546	41	1,567	1	1,420	29	757	286	8,290
GAO	3,156	147,970	342	21,120	5	7,056	998	35,255	4,501	211,401
GSA	11,450	391,629	4,936	139,853	4	5,964	3,905	148,169	20,295	685,615
GPO	933	22,952	221	6,788			241	7,669	1,395	37,409
USIA	75	2,280	194	6,680	1	1,440	158	4,795	428	15,195
ICC	140	4,872	102	5,126			23	633	265	10,631
LIB CONG	1,263	26,385	96	3,072			179	6,301	1,538	35;758
NASA	3,125	72,317	1,912	66,666	120	145,245	17,165	515,912	22,322	800,140
NAT CAP HOUSING	44	2,816	11	368			4	88	59	3,272
NLRB	225	7,850	121	3,266	3	624	23	636	372	12,376
NSF	30	1,800	143	3,798			106	4,930	279	10,528
OEO	795	22,407	1,124	38,705	6	8,956	410	14,876	2,335	84,944
OMB			46	1,954	2	3,440	71	2,078	119	7,472
PANAMA CANAL	4,199	262,456	124	6,950			727	36,561	5,050	305,967
RR RET BD	258	81,847	186	4,804			4	88	448	86,739
SEC	252	4,564	73	1,204			50	838	375	6,606
SEL SVC	1,984	25,502	59	1,442			19	324	2,062	27,268
SBA	767	17,225	358	9,710			253	6,410	1,378	33,345
SMITH INST	305	13,440	28	720			62	1,871	395	16,031
SOLDIERS HOME	142	2,357	22	1,536			52	2,213	216	6,106
VA	34,819	1,086,339	3,566	98,507	4	1,040	11,458	315,863	49,847	1,501,749
TOTALS	713,803	35,771,853	85,934	3,554,044	1,642	2,071,587	166,240	6,939,480	967,619	48,336,964

PARTICIPATION AND MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL		INTERAGENCY		NON-GOVT LONG TERM		NON-GOVT SHORT TERM		ALL SOURCES	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
AGRIC	72,094	1,620.977	8,542	288,682	96	127,264	10,931	414,416	91,663	2,451,339
COMMERCE	14,664	444,732	1,738	81,459	99	145,648	4,813	193,679	21,314	865,518
ARMY	143,168	7,418,832	11,632	932,594	333	420,589	31,041	1,280,487	186,165	10,052,502
NAVY	67,437	3,255,459	6,881	2 6,002	247	334,344	21,401	1,436,022	95,966	5,251,827
A F	77;800	4,066,414	2,759	115,144	228	255,395	12,665	585,266	93,452	5,022,219
OTHER DEFENSE	35,382	1,638,267	2,970	121,796	181	207,512	4,931	216,030	43,464	2,766,302
HEW	32,120	2,039,919	6,339	210,374	81	93.051	11,158	422,958	49,698	2,766,302
HUD	5,589	209,730	801	25,791	12	23,680	688	18.889	7,090	278,090
INTERIOR	25,295	1,182,097	10,919	322,630	38	53,332	12,136	434,444	48.288	1,992,503
JUSTICE	22,220	2,082,603	5,105	157,261	1	1,560	2,573	95,818	29,899	2,337,242
LABOR	5,565	118,200	1,317	43,614	2	3,120	1,380	58,504	8,264	223,438
STATE	699	22,635	107	4,336	1	1,440	257	9,423	1,064	37,834
TRANS	32,466	3,878,969	3,238	131,636	48	55,384	4,128	140,334	39,880	4,206,323
TREAS	91,725	3,944,748	2,834	97,445	12	17,960	3,386	128,069	97,957	4,188,222
AID	1,812	118,487	1,179	165,329	52	68,640	910	67,376	3,953	419,832
AEC	1,405	17,826	821	31,276	12	20,951	1,166	40,616	3,404	110,669
CAB	15	225	16	687			41	1,907	72	2,819
CSC	871	24,192	1,755	52,397			318	10,870	2,944	87,459
CIVIL RIGHTS					4	142	8	250	12	392
DC GOVT	18,451	1,451,506	2,100	83,036	40	58,820	5,215	231,489	25,806	1,824,851
DC REDEV LAND AG	45	90	59	3,007			59	3,001	163	6,098
EEOC	245	9,944	317	10,212			17	3,688	579	23,844
EPA	273	10,629	544	16,191	9	7,570	485	17,371	1,311	51,761
FCC	75	2,438	91	4,055			126	4,190	292	10,683

PARTICIPATION AND MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE		WAGE SYSTEMS		OTHER PAY SYSTEMS		ALL PAY SYSTEMS	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
AGRIC	87,992	2,302,027	2,042	33,340	1,629	115,972	91,663	2,451,339
COMMERCE	16,381	705,588	221	6,876	4,712	153,054	21,314	865,518
ARMY	121,380	5,186,447	19,478	1,070,508	45,307	3,795,547	186,165	10,052,502
NAVY	50,425	2,308,338	41,857	2,765,238	3,684	178,251	95,966	5,251,827
A F	54,387	2,885,235	26,695	1,621,548	12,370	515,436	93,452	5,022,219
OTHER DEFENSE	41,118	2,111,729	2,221	68,608	125	3,268	43,464	2,183,605
HEW	48,823	2,653,105	867	112,926	8	271	49,698	2,766,302
HUD	7,010	276,445	17	680	63	965	7,090	278,090
INTERIOR	34,159	1,601,124	2,054	107,855	11,175	283,524	48,288	1,992,503
JUSTICE	29,651	2,333,681	1	8	247	3,553	29,899	2,337,242
LABOR	8,259	223,254	5	184			8,264	223,438
STATE	1,051	37,242	13	592			1,064	37,834
TRANS	38,345	4,114,115	1,329	87,050	206	5,158	39,880	4,206,323
TREAS	96,437	3,865,115	1,520	323,107			97,957	4,188,222
AID	878	82,666	1	14	3,074	337,152	3,953	419,832
AEC	3,394	109,890	3	143	7	636	3,404	110,669
CAB	71	2,803	1	16			72	2,819
CSC	2,940	87,355	2	56	2	48	2,944	87,459
CIVIL RIGHTS	12	392					12	392
DC GOVT	10,598	415,950	1,077	87,434	14,131	1,321,467	25,806	1,824,851
DC REDEV LAND AG	163	6,098					163	6,098
EEOC	579	23,844					579	23,844
EPA	1,298	51,460	13	301			1,311	51,761
FCC	291	10,667	1	16			292	10,683

PARTICIPATION AND MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE		WAGE SYSTEMS		OTHER PAY SYSTEMS		ALL PAY SYSTEMS	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
FHLBB	659	22,368	1	24			660	22,392
FPC	290	12,206	4	152			294	12,358
FTC	286	8,290					286	8,290
GAO	4,499	211,321	2	80			4,501	211,401
GSA	16,254	535,106	3,284	128,042	757	22,467	20,295	685,615
GPO	604	16,442			791	20,967	1,395	37,409
USIA	415	14,680	12	480	1	35	428	15,195
ICC	263	10,487	2	144			265	10,631
LIB CONG	1,504	34,583	5	75	29	1,100	1,538	35,758
NASA	20,906	756,932	1,204	27,687	212	15,521	22,322	800,140
NAT CAP HOUSING	59	3,272					59	3,272
NLRB	370	12,335	2	41			372	12,376
NSF	276	10,358	3	170			279	10,528
OEO	2,335	84,944					2,335	84,944
OMB	119	7,472					119	7,472
PANAMA CANAL	1,339	71,091	2,335	132,935	1,376	101,941	5,050	305,967
RR RET BD	448	86,739					448	86,739
SEC	374	6,576	1	30			375	6,606
SEL SVC	614	12,730			1,448	14,538	2,062	27,268
SBA	1,376	33,313	1	12	1	20	1,378	33,345
SMITH INST	258	9,207	133	6,664	4	160	395	16,031
SOLDIERS HOME	155	4,172	59	1,906	2	28	216	6,106
VA	29,645	1,001,571	5,133	104,272	15,069	395,906	49,847	1,501,749
TOTALS	738,690	34,360,765	112,499	6,689,214	116,430	7,286,985	967,619	48,336,964

GENERAL SCHEDULE PARTICIPATION AND MAN-HOURS BY AGENCY

AGENCY	GS 1-4		GS 5-8		GS 9-12		GS 13-15		GS 16-18	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
AGRIC	8,811	158,961	26,081	688,292	45,236	1,198,175	7,724	249,981	140	6,618
COMMERCE	6,523	152,771	2,506	100,102	4,610	290,697	2,588	153,187	154	8,831
ARMY	17,523	336,566	28,422	2,240,381	55,895	2,718,386	19,290	884,618	136	6,496
NAVY	6,018	198,247	10,554	422,218	24,945	1,226,161	8,706	453,379	202	8,333
A F	4,121	129,436	13,294	875,042	30,261	1,432,118	6,631	443,308	80	5,331
OTHER DEFENSE	2,247	79,497	6,545	375,905	26,455	1,325,003	5,689	320,559	182	10,765
HEW	9,209	296,102	16,265	1,477,115	14,708	607,691	8,436	263,349	205	8,848
HUD	873	25,230	1,802	70,289	2,857	107,308	1,440	70,878	38	2,740
INTERIOR	3,941	135,494	8,372	277,883	18,126	1,054,522	3,677	130,850	43	2,375
JUSTICE	7,627	640,336	10,228	736,377	8,670	891,234	3,009	63,322	117	2,412
LABOR	1,038	26,966	1,789	43,775	3,573	100,061	1,822	50,688	37	1,764
STATE	289	6,450	385	11,562	200	12,944	175	6,214	2	72
TRANS	1,203	242,112	5,493	820,303	19,344	2,408,665	12,181	634,356	124	8,679
TREAS	19,226	461,822	27,075	1,643,968	37,588	1,394,815	12,415	358,150	133	6,360
AID	129	5,171	293	48,557	185	13,768	264	14,362	7	808
AEC	163	5,478	1,522	22,750	635	32,468	999	45,295	75	3,899
CAB	2	88	13	477	15	386	30	1,340	11	512
CSC	734	20,961	671	19,871	1,103	32,870	405	11,550	27	2,103
CIVIL RIGHTS	1	30	7	250	3	80	1	32		
DC GOVT	2,006	110,910	4,266	160,178	3,626	116,760	671	26,391	29	1,711
DC REDEV LAND AG	44	508	55	1,686	54	3,616	6	176	4	112
EEOC	67	1,932	65	3,909	257	7,541	152	7,262	38	3,200
EPA	98	2,754	380	13,881	519	22,002	299	12,773	2	50
FCC	48	1,454	77	2,784	94	3,355	71	2,754	1	320

GENERAL SCHEDULE PARTICIPATION AND MAN-HOURS BY AGENCY

AGENCY	GS 1-4		GS 5-8		GS 9-12		GS 13-15		GS 16-18	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
FHLBB	59	2,771	65	2,602	177	6,324	338	10,215	20	456
FPC	3	88	43	1,742	117	5,658	118	4,486	9	232
FTC	49	1,884	140	3,408	70	2,371	27	627		
GAO	299	7,486	900	36,513	1,748	83,746	1,469	80,723	83	2,853
GSA	4,246	217,937	4,340	124,180	5,202	131,720	2,417	59,417	49	1,852
GPO	88	1,746	218	6,584	149	4,436	116	2,604	33	1,072
USIA	115	3,610	124	4,015	114	3,745	58	3,170	4	140
ICC	86	2,132	21	590	62	2,740	56	3,239	38	1,786
LIB CONG	199	2,528	548	10,023	558	17,364	196	4,612	3	56
NASA	567	15,561	2,459	77,694	8,826	310,854	8,871	344,895	183	7,928
NAT CAP HOUSING	4	88	28	1,576	22	1,472	5	136		
NLRB	76	2,141	101	2,268	116	5,454	71	2,288	6	184
NSF	24	991	87	3,306	61	2,152	83	2,168	21	1,741
OEO	359	12,520	665	20,296	680	20,216	612	29,900	19	2,012
OMB	3	78	33	986	25	649	50	4,839	8	920
PANAMA CANAL	367	21,842	408	27,438	495	18,829	69	2,829		
RR RET BD	71	21,281	239	59,800	108	4,842	29	784	1	32
SEC	10	243	23	633	184	2,791	150	2,784	7	120
SEL SVC	270	2,274	244	5,360	88	4,516	12	580		
SBA	169	2,636	370	8,206	414	11,111	410	10,958	13	402
SMITH INST	113	2,388	60	1,556	57	4,495	27	752	1	16
SOLDIERS HOME	56	1,316	79	2,318	15	390	5	148		
VA	10,452	522,975	8,368	213,242	8,376	196,030	2,367	66,985	82	2,339
TOTALS	109,740	3,885,792	185,723	9,671,891	326,623	15,842,684	114,237	4,843,918	2,367	116,480

WAGE SYSTEM PARTICIPATION AND MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY		NON-SUPERVISORY		ALL WAGE SYSTEM	
	PART.	M-HOURS	PART	M-HOURS	PART	M-HOURS
AGRIC	722	12,755	1,320	20,585	2,042	33,340
COMMERCE	61	1,896	160	4,980	221	6,876
ARMY	6,141	165,045	13,337	905,463	19,478	1,070,508
NAVY	7,328	179,711	34,529	2,585,527	41,857	2,765,238
A F	6,902	195,323	19,793	1,426,225	26,695	1,621,548
OTHER DEFENSE	594	13,335	1,627	55,273	2,221	68,608
HEW	165	5,865	702	107,061	867	112,926
HUD	17	680			17	680
INTERIOR	829	27,109	2,125	80,746	2,954	107,855
JUSTICE	1	8			1	8
LABOR	5	184			5	184
STATE	11	472	2	120	13	592
TRANS	360	11,958	969	75,092	1,329	87,050
TREAS	362	9,829	1,158	313,278	1,520	323,107
AID			1	14	1	14
AEC	2	48	1	95	3	143
CAB	1	16			1	16
CSC	2	56			2	56
CIVIL RIGHTS						
DC GOVT	213	6,013	864	81,421	1,077	87,434
DC REDEV LAND AG						
EEOC						
EPA	3	88	10	213	13	301
FCC			1	16	1	16

WAGE SYSTEM PARTICIPATION AND MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY		NON-SUPERVISORY		ALL WAGE SYSTEM	
	PART	M-HOURS	PART	M-HOURS	PART	M-HOURS
FHLBB			1	24	1	24
FPC			4	152	4	152
FTC						
GAO	2	80			2	80
GSA	301	11,163	2,983	116,879	3,284	128,042
GPO						
USIA	5	200	7	280	12	480
ICC			2	144	2	144
LIB CONG			5	75	5	75
NASA	310	4,234	894	23,453	1,204	27,687
NAT CAP HOUSING						
NLRB			2	41	2	41
NSF	2	146	1	24	3	170
OEO						
OMB						
PANAMA CANAL	352	8,445	1,983	124,490	2,335	132,935
RR RET BD						
SEC	1	30			1	30
SEL SVC						
SBA			1	12	1	12
SMITH INST	84	3,176	49	3,488	133	6,664
SOLDIERS HOME	25	338	34	1,568	59	1,906
VA	1,941	38,594	3,192	656,678	5,133	104,272
TOTALS	26,742	696,797	85,757	5,992,417	112,499	6,689,214

NUMBER OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. SUPPORT	CLERICAL SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	NO. EMPLOYEES PER TRAINING PERSON
TOTAL.....	2,123	2,894	749	1,269	7,035	2,087,206	297
AGRIC.....	67	52	22	60	201	111,191	554
COMMERCE.....	29	20	18	22	89	37,912	425
ARMY.....	345	191	58	145	739	402,664	545
NAVY.....	325	579	64	122	1,090	361,517	332
A F.....	253	158	12	67	490	297,597	607
OTHER DEFENSE.....	79	88	103	58	328	96,514	294
HEW.....	192	131	117	141	581	110,884	191
HUD.....	20		3	6	29	15,323	528
INTERIOR.....	52	37	12	32	133	68,061	511
JUSTICE.....	21	100	29	70	220	40,589	185
LABOR*.....	39	2	4	13	53	11,091	209
TRANS.....	106	867	189	180	1,342	67,602	51
TREAS.....	217	88	55	145	505	90,377	179
AID.....	15	5		12	32	14,364	449
CSC.....	13	1	2	7	23	5,601	249
DC GOVT.....	44	125	17	47	233	60,211	259

NUMBER OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. SUPPORT	CLERICAL SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	NO. EMPLOYEES PER TRAINING PERSON
EPA.....	1	39	16	20	76	5,447	72
GSA.....	18	26	8	13	65	38,071	586
GPO.....	11	1		2	14	8,299	593
LIB CONG.....	2	8		2	12	3,862	322
NASA.....	44	3	3	18	68	30,371	448
OEO.....	12		1	2	15	2,377	158
PANAMA CANAL.....	5	10	1	5	21	16,177	770
RR RET BD.....	2	3	3	2	10	1,761	176
VA.....	188	357	11	69	625	170,424	273
ALL OTHERS*.....	28	4	1	9	42	79,371	1,800,090

*22 agencies reporting fewer than 10 full-time training personnel.

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. SUPPORT	CLERICAL SUPPORT	TOTAL
TOTAL.....	32,962,122	39,217,252	12,128,959	8,617,655	92,925,988
AGRIC.....	1,202,935	760,332	326,318	364,119	2,653,704
COMMERCE.....	470,642	268,035	246,669	134,927	1,120,273
ARMY.....	4,835,070	1,450,716	583,691	864,985	7,734,462
NAVY.....	4,591,496	5,882,528	805,262	821,280	12,100,566
A F.....	3,666,634	1,763,772	139,303	437,475	6,007,184
OTHER DEFENSE.....	1,369,057	1,417,171	1,936,695	430,280	5,153,203
HEW.....	3,342,143	1,921,069	1,698,742	900,022	7,861,976
HUD.....	342,160		37,647	41,271	421,078
INTERIOR.....	846,345	434,101	124,703	195,717	1,600,866
JUSTICE.....	298,927	1,622,606	541,522	517,945	2,981,000
LABOR.....	585,418	24,481	36,444	94,985	741,328
TRANS.....	1,907,515	15,419,750	4,113,699	1,353,698	22,794,662
TREAS.....	3,540,000	938,661	778,970	1,052,607	6,310,238
AID.....	326,379	98,875		97,897	523,151
CSC.....	326,003	16,584	18,585	41,871	403,043
DC GOVT.....	636,902	1,460,844	228,975	354,384	2,681,105

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. SUPPORT	CLERICAL SUPPORT	TOTAL
EPA.....	12,020	506,381	184,171	114,564	817,136
GAO.....	89,366			20,078	109,444
GSA.....	303,121	261,031	99,668	86,259	750,079
GPO.....	143,831	8,582		15,735	168,148
LIB CONG.....	32,152	81,283		16,078	129,513
NASA.....	748,830	53,467	23,841	127,508	953,646
OEO.....	185,896		11,654	14,081	211,631
PANAMA CANAL.....	57,767	152,344	13,461	25,629	249,201
RR RET BD.....	28,657	41,146	19,452	12,324	101,579
SBA.....	89,992		8,501	8,065	106,558
VA.....	2,658,993	4,564,392	148,834	439,054	7,811,273
ALL OTHERS*.....	323,871	69,101	2,152	34,817	429,941

*20 agencies reporting less than $100,000

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL NON-SALARY	FULL-TIME STAFF SALARY	PART-TIME STAFF SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
AGRIC.....	5,090,669	1,286,544	246,951	1,865,901	8,490,065	2,653,704	1,049,706	12,193,475	133	110
COMMERCE.....	702,716	290,341	222,463	829,671	2,045,191	1,120,273	211,186	3,376,650	158	89
ARMY.....	5,160,360	1,149,483	721,651	4,018,804	11,050,298	7,734,462	668,038	19,452,798	104	48
NAVY.....	2,752,216	830,517	478,473	5,150,516	9,211,722	12,100,566	842,567	22,154,855	231	61
A F.....	4,216,695	362,925	303,070	2,251,140	7,133,830	6,007,184	1,230,271	14,371,285	154	48
OTHER DEFENSE.....	1,980,840	468,857	265,369	539,326	2,254,392	5,153,203	521,392	8,928,987	205	93
HEW.....	3,402,438	897,510	374,117	1,953,365	6,627,430	7,861,976	929,096	15,418,502	310	139
HUD.....	238,366	144,262	122,064	137,768	642,824	421,078	30,438	1,094,340	269	71
INTERIOR.....	1,993,819	1,119,353	132,157	1,701,516	4,946,845	1,600,866	485,460	7,033,171	146	103
JUSTICE.....	4,157,244	291,692	4,930	379,416	4,833,282	2,981,000	569,892	8,384,174	280	207
LABOR.....	180,889	175,216	19,231	296,253	671,589	741,328	37,461	1,450,378	176	131
STATE.....		12,805	4,141	29,169	46,115	66,371	8,868	121,354	114	5
TRANS.....	10,289,607	506,713	283,016	2,556,116	13,635,452	22,794,662	2,545,222	38,975,336	977	577
TREAS.....	8,916,388	978,165	109,496	772,693	10,776,742	6,310,238	118,080	17,205,060	176	190
AID.....	99,959	1,033,978	118,714	380,105	1,632,756	523,151	27,886	2,183,793	552	152
AEC.....	5,232	161,789	48,186	208,954	424,161		78,102	502,203	148	62
CAB.....	500	5,418		3,521	9,439		4,884	14,323	199	21
CSC.....	12,437	155,346		37,278	205,161	403,043	2,662	610,866	207	109
CIVIL RIGHTS.....										
DC GOVT.....	178,936	100,178		480,575	759,689	2,681,105	93,767	3,534,561	137	59
DC REDEV LAND AG.....		5,120		3,448	8,568		15,114	23,682	145	47
EEOC.....	47,795	45,066		12,298	105,159	78,100		183,259	317	232
EPA.....	290,148	59,913	47,759	73,437	471,257	817,136	154,498	1,442,891	1,101	265
FCC.....	2,121	7,176		14,516	23,813	18,353	5,933	48,099	65	31

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL NON-SALARY	FULL-TIME STAFF SALARY	PART-TIME STAFF SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
FHLBB.....	79,315	18,680		68,238	166,233	86,848	2,662	255,743	387	203
FPC.....	6,800	5,545		33,255	45,600	20,815	13,823	80,238	273	74
FTC.....	1,147	12,627	6,582	4,179	24,535	10,354	11,346	46,235	161	35
GAO.....	387,402	90,596	17,212	212,116	707,326	109,444		816,770	181	173
GSA.....	286,793	489,935	29,915	492,896	1,299,539	750,079	146,504	2,196,122	108	58
GPO.....	1,500	16,245		38,873	56,618	168,148	165,618	390,384	280	47
USIA.....		35,435	1,680	32,314	69,429	13,878	43,124	126,431	295	13
ICC.....	4,000	9,579		2,963	16,542	16,052	1,600	34,194	129	19
LIB CONG.....	9,400	6,916		24,475	40,791	129,513	20,992	191,296	124	50
NASA.....	192,298	282,538	172,797	1,829,259	2,476,892	953,646	27,232	3,457,770	155	114
NAT CAP HOUSING.....		420		970	1,390		8,288	9,678	164	14
NLRB.....	26,554	10,499	2,666	2,873	42,592			42,592	114	20
NSF.....		33,120		19,677	52,797		31,579	84,376	302	66
OEO.....	31,769	166,148	51,146	97,886	346,949	211,631	26,063	584,643	250	246
OMB.....		12,455	4,510	14,213	31,179		17,000	48,179	405	77
PANAMA CANAL.....	50,636	41,804		104,175	196,615	249,201	9,477	455,293	90	28
RR RET BD.....	14,067	23,616		50	37,733	101,579	45,340	184,652	412	105
SEC.....		1,345		553	1,898	96,485	63,709	1,898	5	1
SEL SVC.....	41,911	5,707		202	47,820	106,015	62,857	206,319	100	24
SBA.....	100,084	33,972		25,629	159,685	106,558	1,957	268,200	195	60
SMITH INST.....		2,414		8,560	10,974		15,100	26,074	66	10
SOLDIERS HOME.....	1,095	827		4,361	6,283	22,685		28,967	134	26
VA.....	658,119	389,069	21,385	1,425,129	2,493,702	7,811,273	1,726,086	12,031,061	241	71
TOTALS.....	51,612,365	11,778,223	3,809,681	28,138,632	95,338,901	92,925,988	12,006,319	200,271,208	207	96

EXPLANATION OF ITEMS ON SUMMARY TABLES

Name of Agency GS 1–4 GS 5–8 GS 9–12 GS 13–15 GS 16–18 WAGE OTHER TOTALS

POPULATION	The reported population of the grade group as of June 30, 1970.
AVAILABLE MAN-HOURS	The number of man-hours worked and available for training (1,816 hrs. per employee).
PARTICIPANTS	The number of training participants reported by the agency.
PARTICIPANT MAN-HOURS	The number of training man-hours reported by the agency.
PARTICIPANT RATIO (%)	Grade group population divided by training participants (the percentage figure is shown).
MAN-HOURS RATIO (%)	Available man-hours divided by training man-hours (the percentage figure is shown).
LAST YEAR'S MAN-HOUR RATIO (%)	The man-hour ratio for FY 1970.
% CHANGE FROM LAST YEAR	The percentage change in the man-hour ratio from FY 1970 to FY 1971.
% OF AGENCY POPULATION	The percentage of total agency population made up by the grade group.
% OF AGENCY PARTICIPANTS	The percentage of total training participants made up by the grade group.
% OF AGENCY MAN-HOURS	The percentage of training man-hours received by the grade group.
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	The average number of hours spent in training by employees in the grade group.
AVERAGE HOURS OF TRAINING PER PARTICIPANT	The average length of a training session for each training participant.

AGRICULTURE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	20,109	29,576	31,793	7,935	214	6,749	4035	100,411
AVAILABLE MAN-HOURS	36,517,944	53,710,016	57,736,088	14,409,960	388,624	12,256,184	7,327,560	182,346,376
PARTICIPANTS	8811	26,081	45,236	7724	140	2042	1629	91,663
PARTICIPANT MAN-HOURS	158,961	688,322	1,198,145	249,981	6618	33,340	115,972	2,451,339
PARTICIPANT RATIO (%)	43.8	88.2	142.3	97.3	65.4	30.2	40.4	91.3
MAN-HOUR RATIO (%)	0.43	1.28	2.07	1.73	1.70	0.27	1.58	1.34
LAST YEAR'S MAN-HOURS RATIO (%)	0.34	1.26	1.98	1.64	1.98	0.19	-	-
% CHANGE FROM LAST YEAR	+26.5	+1.6	+4.5	+5.5	-14.1	+42.1	-	-
% OF AGENCY POPULATION	20.0	29.4	31.7	7.9	0.2	6.7	4.0	100.0
% OF AGENCY PARTICIPANTS	9.6	28.4	49.4	8.4	0.2	2.2	1.8	100.0
% OF AGENCY MAN-HOURS	6.5	28.1	48.9	10.2	0.3	1.4	4.7	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	7.8	23.2	37.6	31.4	30.9	4.9	28.7	24.3
AVERAGE HOURS OF TRAINING PER PARTICIPANT	18	26	26	32	47	16	71	27

AIR FORCE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	38,507	48,935	56,099	14,136	174	146,487	5,221	309,559
AVAILABLE MAN-HOURS	69,928,712	88,865,784	101,875,784	25,670,976	315,984	266,020,392	9,481,336	562,159,144
PARTICIPANTS	4121	13,294	30,261	6631	80	26,695	1,737*	82,819
PARTICIPANT MAN-HOURS	129,436	875,042	1,432,118	443,308	5331	1,621,548	34,420**	4,541,203
PARTICIPANT RATIO (%)	10.7	27.2	53.9	46.9	46.0	18.2	33.3	26.8
MAN-HOUR RATIO (%)	0.18	0.98	1.40	1.73	1.69	0.61	0.36	0.81
LAST YEAR'S MAN-HOURS RATIO (%)	0.24	1.02	1.64	2.08	2.41	0.60	-	-
% CHANGE FROM LAST YEAR	-25.0	-3.9	-14.6	-16.8	-29.9	+1.7	-	-
% OF AGENCY POPULATION	12.4	15.8	18.1	4.6	0.1	47.3	1.7	100.0
% OF AGENCY PARTICIPANTS	5.0	16.1	36.6	8.0	0.1	32.2	2.1	100.0
% OF AGENCY MAN-HOURS	2.8	19.3	31.5	9.8	0.1	35.7	0.8	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	3.3	17.8	25.4	31.4	30.7	11.1	6.5	14.7
AVERAGE HOURS OF TRAINING PER PARTICIPANT	31	66	47	67	67	61	20	55

*10,633 local foreign national participants excluded.

**481,016 local foreign national participant man-hours excluded.

ARMY	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	62,981	79,985	80,688	23,577	222	191,761	10,229	449,443
AVAILABLE MAN-HOURS	114,373,496	145,252,760	146,529,408	42,815,832	403,152	348,237,976	18,575,864	816,188,488
PARTICIPANTS	17,637	28,422	55,895	19,290	136	19,478	1060*	141,918
PARTICIPANT MAN-HOURS	336,566	1,240,381	2,718,386	884,618	6496	1,070,508	64,413**	6,321,368
PARTICIPANT RATIO (%)	28.0	35.6	69.3	81.3	61.3	10.2	10.4	31.6
MAN-HOUR RATIO (%)	0.29	0.85	1.86	2.07	1.61	0.31	0.35	0.77
LAST YEAR'S MAN-HOURS RATIO (%)	0.23	0.76	1.52	1.88	2.94	0.34	-	-
% CHANGE FROM LAST YEAR	+26.1	+11.8	+22.4	+10.1	-45.2	-8.8	-	-
% OF AGENCY POPULATION	14.0	17.8	18.0	5.2	0.0	42.6	2.3	100.0
% OF AGENCY PARTICIPANTS	12.4	20.0	39.4	13.6	0.1	13.7	0.7	100.0
% OF AGENCY MAN-HOURS	5.3	19.6	43.0	14.0	0.1	16.9	1.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	5.3	15.4	33.8	37.6	29.2	5.6	6.4	14.0
AVERAGE HOURS OF TRAINING PER PARTICIPANT	19	44	49	46	48	55	61	45

*44,247 local foreign national participants excluded.

**3,731,134 local foreign national participant man-hours excluded.

CAB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	49	203	165	186	44	15	18	680
AVAILABLE MAN-HOURS	88,984	368,648	299,640	337,776	79,904	27,240	32,688	1,234,880
PARTICIPANTS	2	13	15	30	11	1	0	72
PARTICIPANT MAN-HOURS	88	477	386	1340	512	16	0	2 2819
PARTICIPANT RATIO (%)	4.1	6.4	9.1	16.1	25.0	6.7	0.0	10.6
MAN-HOUR RATIO (%)	0.10	0.13	0.13	0.40	0.64	0.06	0.00	0.23
LAST YEAR'S MAN-HOURS RATIO (%)	0.07	0.38	0.73	0.96	0.93	0.41	-	-
% CHANGE FROM LAST YEAR	+42.9	-65.8	-82.2	-56.2	-31.2	-85.4	-	-
% OF AGENCY POPULATION	7.2	29.9	24.3	27.3	6.5	2.2	2.6	100.0
% OF AGENCY PARTICIPANTS	2.8	18.1	20.8	41.7	15.3	1.4	0.0	100.0
% OF AGENCY MAN-HOURS	3.1	16.9	13.7	47.5	18.2	0.6	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	1.8	2.4	2.4	7.3	11.6	1.1	0.0	4.2
AVERAGE HOURS OF TRAINING PER PARTICIPANT	44	37	26	45	47	16	0	39

CSC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	1929	1089	1495	716	52	47	163	5491
AVAILABLE MAN-HOURS	3,503,064	1,977,624	2,714,920	1,300,256	94,432	85,352	296,008	9,971,656
PARTICIPANTS	732	668	1101	396	25	2	0	2924
PARTICIPANT MAN-HOURS	20,929	19,807	32,742	11,446	2087	56	0	87,067
PARTICIPANT RATIO (%)	37.9	61.3	73.6	55.3	48.1	4.2	0	53.2
MAN-HOUR RATIO (%)	0.60	1.00	1.21	0.88	2.21	0.06	0.00	0.87
LAST YEAR'S MAN-HOURS RATIO (%)	0.72	0.53	0.66	0.61	0.22	0.21	-	-
% CHANGE FROM LAST YEAR	-16.7	+88.7	+83.3	+44.3	+904.5	071.4	-	-
% OF AGENCY POPULATION	35.1	19.8	27.2	13.0	0.9	0.8	3.0	100.0
% OF AGENCY PARTICIPANTS	25.0	22.8	37.7	13.5	0.8	0.1	0.0	100.0
% OF AGENCY MAN-HOURS	24.0	22.7	37.6	13.1	2.4	0.1	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	10.9	18.2	22.0	16.0	40.1	1.1	0.0	15.8
AVERAGE HOURS OF TRAINING PER PARTICIPANT	29	30	30	29	83	28	0	30

COMMERCE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	3396	6098	8324	5284	338	2609	5248	31,297
AVAILABLE MAN-HOURS	6,167,136	11,073,968	15,116,384	9,595,744	613,808	4,737,944	9,530,368	56,835,352
PARTICIPANTS	6523	2506	4610	2588	154	221	680	17,282
PARTICIPANT MAN-HOURS	152,771	100,102	290,697	153,187	8831	6876	53,054	765,518
PARTICIPANT RATIO (%)	192.1	41.1	55.4	49.0	45.6	8.5	13.0	55.2
MAN-HOUR RATIO (%)	2.48	0.90	1.92	1.59	1.44	0.14	0.56	1.35
LAST YEAR'S MAN-HOURS RATIO (%)	1.80	1.04	1.78	1.61	1.55	.05	-	-
% CHANGE FROM LAST YEAR	+37.8	-13.5	+7.9	-1.2	07.1	+180.0	-	-
% OF AGENCY POPULATION	10.8	19.5	26.6	16.9	1.1	8.3	16.8	100.0
% OF AGENCY PARTICIPANTS	37.7	14.5	26.7	15.0	0.9	1.3	3.9	100.0
% OF AGENCY MAN-HOURS	20.0	13.1	38.0	20.0	1.2	0.9	6.9	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	45.0	16.3	34.9	28.9	26.2	2.5	10.2	24.5
AVERAGE HOURS OF TRAINING PER PARTICIPANT	23	40	63	59	57	31	78	44

EEOC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	149	225	306	137	15	7	29	868
AVAILABLE MAN-HOURS	270,584	408,600	555,696	248,792	27,240	12,712	52,664	1,576,288
PARTICIPANTS	67	65	257	152	38	-	-	579
PARTICIPANT MAN-HOURS	1932	3909	7541	7262	3200	-	-	23,844
PARTICIPANT RATIO (%)	45.0	28.9	84.0	110.9	253.3	0.0	0.0	66.7
MAN-HOUR RATIO (%)	0.71	0.96	1.36	2.92	11.75	.00	.00	1.51
LAST YEAR'S MAN-HOURS RATIO (%)	1.22	1.49	3.77	2.77	1.11	.00	.00	-
% CHANGE FROM LAST YEAR	-41.8	-35.6	-63.9	+5.4	+958.6	0.0	0.0	-
% OF AGENCY POPULATION	17.1	25.9	35.3	15.8	1.7	0.8	3.3	100.0
% OF AGENCY PARTICIPANTS	11.6	11.2	44.4	26.3	6.6	0.0	0.0	100.0
% OF AGENCY MAN-HOURS	8.1	16.4	31.6	30.5	13.4	0.0	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	12.9	17.4	24.7	53.0	213.4	0.0	0.0	27.4
AVERAGE HOURS OF TRAINING PER PARTICIPANT	28	60	29	47	84	0	0	41

FCC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	209	452	404	367	50	37	7	1526
AVAILABLE MAN-HOURS	379,544	820,832	733,664	666,472	90,800	67,192	12,712	2,771,216
PARTICIPANTS	48	77	94	71	1	1	-	292
PARTICIPANT MAN-HOURS	1454	2784	3355	2754	320	16	-	10,683
PARTICIPANT RATIO (%)	23.0	17.0	23.3	19.3	2.0	2.7	0.0	19.1
MAN-HOUR RATIO (%)	0.38	0.34	0.46	0.41	0.35	0.02	0.0	0.39
LAST YEAR'S MAN-HOURS RATIO (%)	0.14	0.36	0.49	0.30	0.34	0.34	-	-
% CHANGE FROM LAST YEAR	+171.4	-5.56	-6.12	+36.7	+2.9	-94.1	-	-
% OF AGENCY POPULATION	13.7	29.6	26.5	24.0	3.3	2.4	0.5	100.0
% OF AGENCY PARTICIPANTS	16.4	26.4	32.2	24.3	0.3	0.3	0.0	100.0
% OF AGENCY MAN-HOURS	13.6	26.1	31.4	25.8	3.0	0.1	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	6.9	6.2	8.4	7.4	6.4	0.4	0.0	7.1
AVERAGE HOURS OF TRAINING PER PARTICIPANT	30	36	36	39	320	16	0	[illegible]

FHLBB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	157	213	541	310	9	19	33	1,282
AVAILABLE MAN-HOURS	285,112	386,808	982,456	562,960	16,344	34,504	59,928	2,328,112
PARTICIPANTS	59	65	177	338	20	1	-	660
PARTICIPANT MAN-HOURS	2771	2602	6324	10,215	456	24	-	22,392
PARTICIPANT RATIO (%)	37.6	30.5	32.7	109.0	222.2	5.3	0.0	51.5
MAN-HOUR RATIO (%)	0.97	0.67	0.64	1.81	2.79	0.07	0.0	0.96
LAST YEAR'S MAN-HOURS RATIO (%)	0.13	0.16	1.07	1.13	0.12	0.29	-	-
% CHANGE FROM LAST YEAR	+646.2	+318.8	-40.2	-60.2	+2225.0	-75.9	-	-
% OF AGENCY POPULATION	12.2	16.6	42.2	24.2	0.7	1.5	2.6	100.0
% OF AGENCY PARTICIPANTS	8.9	9.8	26.8	51.2	3.0	0.2	0.0	100.0
% OF AGENCY MAN-HOURS	12.4	11.6	28.2	45.6	2.0	0.1	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	17.6	12.2	11.6	32.9	50.7	1.3	0.0	17.4
AVERAGE HOURS OF TRAINING PER PARTICIPANT	47	40	36	30	23	24	0	34

FPC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	116	299	314	323	46	25	25	1148
AVAILABLE MAN-HOURS	210,656	542,984	570,224	586,568	83,536	45,400	45,400	2,084,768
PARTICIPANTS	3	43	117	118	9	4	-	294
PARTICIPANT MAN-HOURS	88	1742	5658	4486	232	152	-	12,358
PARTICIPANT RATIO (%)	2.6	14.4	37.3	36.5	19.6	16.0	0.0	25.6
MAN-HOUR RATIO (%)	0.04	0.32	0.99	0.76	0.28	0.33	0.0	0.59
LAST YEAR'S MAN-HOURS RATIO (%)	0.30	0.25	0.64	0.46	0.74	0.38	-	-
% CHANGE FROM LAST YEAR	-86.7	+28.0	+54.7	+65.2	-62.2	-13.2	-	-
% OF AGENCY POPULATION	10.1	26.0	27.4	28.1	4.0	2.2	2.2	100.0
% OF AGENCY PARTICIPANTS	1.0	14.6	39.8	40.1	3.1	1.4	0.0	100.0
% OF AGENCY MAN-HOURS	0.7	14.1	45.8	36.3	1.9	1.2	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	0.7	5.8	18.0	13.8	5.1	6.0	0.0	10.7
AVERAGE HOURS OF TRAINING PER PARTICIPANT	29	41	48	38	26	38	0	42

FTC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	255	347	290	378	26	21	42	1359
AVAILABLE MAN-HOURS	463,080	630,152	526,640	686,448	47,216	38,136	76,272	2,467,944
PARTICIPANTS	49	140	70	27	-	-	-	286
PARTICIPANT MAN-HOURS	1884	3408	2371	627	-	-	-	8290
PARTICIPANT RATIO (%)	19.2	40.3	24.1	7.1	0.0	0.0	0.0	21.0
MAN-HOUR RATIO (%)	0.41	0.54	0.45	0.09	0.00	0.00	0.00	0.34
LAST YEAR'S MAN-HOURS RATIO (%)	1.52	0.63	0.87	0.21	0.08	0.11	-	-
% CHANGE FROM LAST YEAR	-73.0	-16.7	-48.3	-57.1	-100.0	-100.0	-	-
% OF AGENCY POPULATION	18.8	25.5	21.3	27.8	1.9	1.5	3.1	100.0
% OF AGENCY PARTICIPANTS	17.1	49.0	24.4	9.4	0.0	0.0	0.0	100.0
% OF AGENCY MAN-HOURS	22.7	41.1	28.6	7.6	0.0	0.0	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	7.4	9.8	8.1	1.6	0.0	0.0	0.0	6.2
AVERAGE HOURS OF TRAINING PER PARTICIPANT	38.4	24.3	33.9	23.2	0.0	0.0	0.0	29.0

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GSA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	6221	5739	4674	2063	66	18,496	1,460	38,719
AVAILABLE MAN-HOURS	11,297,336	10,422,024	8,487,984	3,746,408	119,856	33,588,736	2,651,360	70,313,704
PARTICIPANTS	4246	4340	5202	2417	49	3284	757	20,295
PARTICIPANT MAN-HOURS	217,937	124,180	131,720	59,417	1852	128,042	22,467	685,615
PARTICIPANT RATIO (%)	68.3	75.6	111.3	117.2	74.2	17.8	51.8	52.4
MAN-HOUR RATIO (%)	1.92	1.19	1.55	1.59	1.55	0.38	0.85	0.98
LAST YEAR'S MAN-HOURS RATIO (%)	0.64	0.94	1.61	1.45	1.69	0.37	-	-
% CHANGE FROM LAST YEAR	+200.0	+26.6	-3.7	+9.7	-8.3	+2.7	-	-
% OF AGENCY POPULATION	16.1	14.8	12.1	5.3	0.2	47.8	3.8	100.0
% OF AGENCY PARTICIPANTS	20.9	21.4	25.6	11.9	0.2	16.2	3.7	100.0
% OF AGENCY MAN-HOURS	31.8	18.1	19.2	8.7	0.3	18.7	3.3	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	34.9	21.6	28.1	18.9	28.1	6.9	15.4	17.8
AVERAGE HOURS OF TRAINING PER PARTICIPANT	51	29	25	25	38	39	30	34

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HEW	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	24,737	31,678	24,606	10,581	329	6,626	9,709	108,266
AVAILABLE MAN-HOURS	44,922,392	57,527,248	44,684,496	19,215,096	597,464	12,032,816	17,631,544	196,611,056
PARTICIPANTS	9209	16,265	14,708	8436	205	867	8	49,698
PARTICIPANT MAN-HOURS	296,102	1,477,115	607,691	263,349	8848	112,926	271	2,766,302
PARTICIPANT RATIO (%)	37.2	51.3	59.8	79.7	62.3	13.1	0.1	45.9
MAN-HOUR RATIO (%)	0.66	2.57	1.36	1.37	1.48	0.94	0.00	1.41
LAST YEAR'S MAN-HOURS RATIO (%)	0.36	1.31	1.48	1.54	1.67	0.24	-	-
% CHANGE FROM LAST YEAR	+83.3	+96.2	-8.1	-11.0	-11.4	+291.7	-	-
% OF AGENCY POPULATION	22.8	29.3	22.7	9.8	0.3	6.1	9.0	100.0
% OF AGENCY PARTICIPANTS	18.5	32.7	29.6	17.0	0.4	1.7	0.0	100.0
% OF AGENCY MAN-HOURS	10.7	53.4	22.0	9.5	0.3	4.1	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	12.0	46.7	24.7	24.9	26.9	17.1	0.0	25.6
AVERAGE HOURS OF TRAINING PER PARTICIPANT	37	91	41	31	43	130	34	56

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HUD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	2502	3571	5988	2724	101	95	441	15,422
AVAILABLE MAN-HOURS	4,543,632	6,484,936	10,874,208	4,946,785	183,416	172,520	800,856	28,006,352
PARTICIPANTS	873	1802	2857	1440	38	17	63	7090
PARTICIPANT MAN-HOURS	25,230	70,289	107,308	70,878	2740	690	965	278,090
PARTICIPANT RATIO (%)	34.9	50.5	47.7	52.9	37.6	17.9	14.3	46.0
MAN-HOUR RATIO (%)	0.55	1.08	0.98	1.43	1.49	0.39	0.12	0.99
LAST YEAR'S MAN-HOURS RATIO (%)	0.99	0.16	0.10	0.98	1.21	0.00	-	-
% CHANGE FROM LAST YEAR	-44.4	+575.0	+880.0	+45.9	+23.1	-	-	-
% OF AGENCY POPULATION	16.2	23.2	38.8	17.7	0.7	0.6	2.9	100.0
% OF AGENCY PARTICIPANTS	12.3	25.4	40.3	20.3	0.5	0.2	0.9	100.0
% OF AGENCY MAN-HOURS	9.1	25.3	38.6	25.5	1.0	0.2	0.3	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	10.0	19.6	17.8	26.0	27.1	7.1	2.2	18.0
AVERAGE HOURS OF TRAINING PER PARTICIPANT	29	39	38	49	72	40	15	39

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Interior	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	9122	13,707	21,404	70.8	212	14,372	4,825	70,660
AVAILABLE MAN-HOURS	16,565,552	24,891,912	38,869,664	12,744,688	384,992	26,099,552	8,762,200	128,318,560
PARTICIPANTS	3941	8372	18,126	3677	43	2954	658	37,771
PARTICIPANT MAN-HOURS	135,494	277,883	1,054,522	103,850	2375	107,855	99,484	1,808,463
PARTICIPANT RATIO (%)	43.2	61.1	84.7	52.4	20.3	20.6	13.6	53.5
MAN-HOUR RATIO (%)	0.82	1.12	2.71	10.3	06.2	0.41	1.14	1.41
LAST YEAR'S MAN-HOURS RATIO (%)	0.55	0.98	1.63	1.29	0.43	0.50	-	-
% CHANGE FROM LAST YEAR	+49.1	+14.3	+66.3	-20.2	+44.2	-18.0	-	-
% OF AGENCY POPULATION	12.9	19.4	30.3	9.9	0.3	20.3	6.8	100.0
% OF AGENCY PARTICIPANTS	10.4	22.2	48.0	9.7	0.1	7.8	1.7	100.0
% OF AGENCY MAN-HOURS	7.5	15.4	58.3	7.2	0.1	6.0	5.5	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	14.9	20.3	49.2	18.7	11.3	7.4	20.7	25.6
AVERAGE HOURS OF TRAINING PER PARTICIPANT	34	33	58	36	55	37	151	48

ICC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	324	424	560	286	117	32	27	1770
AVAILABLE MAN-HOURS	588,384	769,984	1,016,960	519,376	212,472	58,112	49,032	3,214,320
PARTICIPANTS	86	21	62	56	38	2	0	265
PARTICIPANT MAN-HOURS	2132	590	2740	3239	1786	144	0	10,631
PARTICIPANT RATIO (%)	26.5	5.0	11.1	20.0	32.5	6.2	0.0	15.0
MAN-HOUR RATIO (%)	0.36	0.08	0.27	0.62	0.84	0.25	0.0	0.33
LAST YEAR'S MAN-HOURS RATIO (%)	0.06	0.09	0.49	0.81	0.36	0.20	-	-
% CHANGE FROM LAST YEAR	+500.0	-11.1	-44.9	-23.5	+133.3	+25.0	-	-
% OF AGENCY POPULATION	18.3	24.0	31.6	16.2	6.6	1.8	1.5	100.0
% OF AGENCY PARTICIPANTS	32.5	7.9	23.4	21.1	14.3	0.7	0.0	100.0
% OF AGENCY MAN-HOURS	20.1	5.5	25.8	30.4	16.8	1.4	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	6.5	1.5	4.9	11.3	15.2	4.5	0.0	6.0
AVERAGE HOURS OF TRAINING PER PARTICIPANT	25	28	44	58	47	72	0	40

JUSTICE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	8654	12,285	9056	6094	305	1,358	1,460	39,212
AVAILABLE MAN-HOURS	15,715,664	22,309,560	16,445,696	11,066,704	553,880	2,466,128	2,651,360	71,208,992
PARTICIPANTS	7627	10,228	8670	3009	117	1	247	29,899
PARTICIPANT MAN-HOURS	640,336	736,377	891,234	63,322	2412	8	3553	2,337,242
PARTICIPANT RATIO (%)	88.1	83.3	95.7	49.4	38.4	0.1	16.9	76.2
MAN-HOUR RATIO (%)	4.07	3.30	5.42	0.57	0.44	0.00	0.13	3.28
LAST YEAR'S MAN-HOURS RATIO (%)	4.78	1.43	4.99	1.02	1.06	0.70	-	-
% CHANGE FROM LAST YEAR	-14.9	+130.8	+8.6	-44.1	-58.5	-100.0	-	-
% OF AGENCY POPULATION	22.1	31.3	23.1	15.5	0.8	3.4	3.7	100.0
% OF AGENCY PARTICIPANTS	25.5	34.2	29.0	10.1	0.4	0.0	0.8	100.0
% OF AGENCY MAN-HOURS	27.4	31.5	38.1	2.7	0.1	0.0	0.2	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	73.9	59.9	98.4	10.4	8.0	0.0	2.4	59.6
AVERAGE HOURS OF TRAINING PER PARTICIPANT	84	72	103	21	21	8	14	78

LABOR	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	1493	2823	3368	2708	101	95	201	10,789
AVAILABLE MAN-HOURS	2,711,288	5,126,568	6,116,288	4,917,728	183,416	172,520	365,016	19,592,824
PARTICIPANTS	1038	1789	3573	1822	37	5	-	8264
PARTICIPANT MAN-HOURS	26,966	43,775	100,061	50,688	1764	184	-	223,438
PARTICIPANT RATIO (%)	69.5	63.4	106.1	67.3	36.6	5.3	-	76.6
MAN-HOUR RATIO (%)	0.99	0.85	1.64	1.03	0.96	0.11	-	1.14
LAST YEAR'S MAN-HOURS RATIO (%)	0.69	0.75	0.95	1.23	0.71	0.00	-	-
% CHANGE FROM LAST YEAR	+43.5	+13.3	+72.6	-16.3	+35.2	-	-	-
% OF AGENCY POPULATION	13.8	26.2	31.2	25.1	0.9	0.9	1.9	100.0
% OF AGENCY PARTICIPANTS	12.6	21.6	43.2	22.0	0.4	0.1	0.0	100.0
% OF AGENCY MAN-HOURS	12.1	19.6	44.8	22.7	0.8	0.1	0.1	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	18.0	15.4	29.8	18.7	17.4	2.0	0.0	20.7
AVERAGE HOURS OF TRAINING PER PARTICIPANT	26	24	28	28	48	37	0	27

LIBRARY OF CONGRESS	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	767	1294	1071	353	47	137	9	3678
AVAILABLE MAN-HOURS	1,392,872	2,349,904	1,944,936	641,048	85,352	248,792	16,344	6,679,248
PARTICIPANTS	199	548	558	196	3	5	29	1538
PARTICIPANT MAN-HOURS	2528	10,023	17,364	4612	56	75	1100	35,758
PARTICIPANT RATIO (%)	25.9	42.3	52.1	55.5	6.4	3.6	322.2	41.8
MAN-HOUR RATIO (%)	0.18	0.43	0.89	0.72	0.07	0.03	16.30	0.54
LAST YEAR'S MAN-HOURS RATIO (%)	0.16	0.35	0.58	0.36	0.18	0.00	-	-
% CHANGE FROM LAST YEAR	+12.5	+22.9	+53.4	+100.0	-61.1	-	-	-
% OF AGENCY POPULATION	20.9	35.2	29.1	9.6	1.3	3.7	0.2	100.0
% OF AGENCY PARTICIPANTS	12.9	35.6	36.3	12.7	0.2	0.3	1.9	100.0
% OF AGENCY MAN-HOURS	7.1	28.0	48.6	12.9	0.2	0.2	3.1	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	3.3	7.8	16.2	13.1	1.3	0.5	296.0	9.8
AVERAGE HOURS OF TRAINING PER PARTICIPANT	13	18	31	24	19	15	38	23

NASA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	1977	4738	10,537	11,535	319	2944	1012	33,062
AVAILABLE MAN-HOURS	3,590,232	8,604,208	19,135,192	20,947,560	579,304	5,346,304	1,837,792	60,040,592
PARTICIPANTS	567	2459	8826	8871	183	1204	212	22,322
PARTICIPANT MAN-HOURS	15,561	77,694	310,854	344,895	7928	27,687	15,521	800,140
PARTICIPANT RATIO (%)	28.7	51.9	83.8	76.9	57.4	40.9	20.9	67.5
MAN-HOUR RATIO (%)	0.43	0.90	1.62	1.64	1.36	0.51	0.84	1.33
LAST YEAR'S MAN-HOURS RATIO (%)	0.55	0.83	2.05	2.12	2.08	0.89	-	-
% CHANGE FROM LAST YEAR	-21.8	+8.4	-21.0	-22.6	-34.6	-42.7	-	-
% OF AGENCY POPULATION	6.0	14.3	31.9	34.9	1.0	8.9	3.1	100.0
% OF AGENCY PARTICIPANTS	2.5	11.0	39.5	39.7	0.8	5.4	0.9	100.0
% OF AGENCY MAN-HOURS	1.9	9.7	38.8	43.1	1.0	3.5	1.9	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	7.8	16.3	29.4	29.8	24.7	9.3	15.3	24.2
AVERAGE HOURS OF TRAINING PER PARTICIPANT	27	32	35	39	43	23	73	36

NLRB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	234	572	428	728	139	25	55	2181
AVAILABLE MAN-HOURS	424,944	1,038,752	777,248	1,322,048	252,424	45,400	99,880	3,960,696
PARTICIPANTS	76	101	116	71	6	2	0	372
PARTICIPANT MAN-HOURS	2141	2268	5454	2288	184	41	0	12,376
PARTICIPANT RATIO (%)	32.5	17.7	27.1	9.8	4.3	8.0	0.0	17.1
MAN-HOUR RATIO (%)	0.50	0.22	0.70	0.17	0.07	0.09	0.00	0.31
LAST YEAR'S MAN-HOURS RATIO (%)	0.05	0.15	0.12	0.32	0.00	0.00	-	-
% CHANGE FROM LAST YEAR	+900.0	+46.7	+483.3	-46.9	-	-	-	-
% OF AGENCY POPULATION	10.7	26.2	19.6	33.4	6.4	1.1	2.5	100.0
% OF AGENCY PARTICIPANTS	20.4	27.2	31.2	19.1	1.6	0.5	0.0	100.0
% OF AGENCY MAN-HOURS	17.3	18.3	44.1	18.5	1.5	0.3	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	9.1	4.0	12.7	3.1	1.3	1.6	0.0	5.6
AVERAGE HOURS OF TRAINING PER PARTICIPANT	28	22	47	32	31	20	-	33

NAVY	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	48,145	44,394	58,538	19,283	336	194,579	16,126	381,401
AVAILABLE MAN-HOURS	87,431,320	80,619,504	106,305,008	35,017,928	610,176	353,355,464	29,284,816	692,624,216
PARTICIPANTS	6018	10,554	24,945	8706	202	41,857	4*	92,286
PARTICIPANT MAN-HOURS	198,247	422,218	1,226,161	453,379	8333	2,766,238	4848**	5,078,424
PARTICIPANT RATIO (%)	12.5	23.8	42.6	45.1	60.1	21.5	0.0	24.2
MAN-HOUR RATIO (%)	0.23	0.52	1.15	1.29	1.36	0.72	0.02	0.73
LAST YEAR'S MAN-HOURS RATIO (%)	0.36	0.96	1.72	1.77	2.79	1.00	-	-
% CHANGE FROM LAST YEAR	-36.1	-45.8	-33.1	-27.1	-51.3	-28.0	-	-
% OF AGENCY POPULATION	12.6	11.6	15.3	5.0	0.1	51.0	4.2	100.0
% OF AGENCY PARTICIPANTS	6.5	12.8	27.0	9.4	0.2	45.4	0.0	100.0
% OF AGENCY MAN-HOURS	3.9	8.3	24.1	8.9	0.2	54.4	0.1	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	4.2	9.4	20.9	23.4	24.7	13.1	0.4	13.3
AVERAGE HOURS OF TRAINING PER PARTICIPANT	33	40	49	52	41	66	1212	55

*3680 local foreign national participants exlcuded.

**173,403 local foreign national participant man-hours excluded.

OMB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	33	156	119	202	69	13	14	606
AVAILABLE MAN-HOURS	59,928	283,296	216,104	366,832	125,304	23,608	25,424	1,100,496
PARTICIPANTS	3	33	25	50	8	0	0	119
PARTICIPANT MAN-HOURS	78	986	649	4839	920	0	0	7472
PARTICIPANT RATIO (%)	9.1	21.1	21.0	24.8	11.6	0.0	0.0	19.6
MAN-HOUR RATIO (%)	0.13	0.35	0.30	1.32	0.73	0.00	0.00	0.68
LAST YEAR'S MAN-HOURS RATIO (%)	0.08	0.33	0.42	1.31	2.72	0.00	-	-
% CHANGE FROM LAST YEAR	+62.5	+6.7	-28.6	+0.8	-73.2	-	-	-
% OF AGENCY POPULATION	5.4	25.7	19.6	33.3	11.3	2.1	2.3	100.0
% OF AGENCY PARTICIPANTS	2.5	27.7	21.0	42.0	6.7	0.0	0.0	100.0
% OF AGENCY MAN-HOURS	1.0	13.2	8.7	64.8	12.3	0.0	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	2.4	6.4	5.4	24.0	13.3	0.0	0.0	12.3
AVERAGE HOURS OF TRAINING PER PARTICIPANT	26	30	26	97	115	0	0	63

OTHER DEFENSE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	11,184	13,501	24,420	5704	245	12,014	2227	69,295
AVAILABLE MAN-HOURS	20,310,144	24,517,816	44,346,720	10,358,464	444,920	21,817,424	4,044,232	125,839,720
PARTICIPANTS	2247	6545	26,455	5689	182	2221	125	43,464
PARTICIPANT MAN-HOURS	79,497	375,904	1,325,003	320,559	10,765	68,608	3268	2,183,605
PARTICIPANT RATIO (%)	20.1	48.5	108.3	99.7	75.5	18.5	5.6	62.7
MAN-HOUR RATIO (%)	0.39	1.53	2.99	3.09	2.42	0.31	0.08	1.74
LAST YEAR'S MAN-HOURS RATIO (%)	0.31	1.66	3.20	3.75	3.76	0.40	-	-
% CHANGE FROM LAST YEAR	+25.8	-7.8	-8.6	-17.6	-35.6	-22.5	-	-
% OF AGENCY POPULATION	16.1	19.5	35.2	8.2	0.4	17.3	3.2	100.0
% OF AGENCY PARTICIPANTS	5.2	15.1	60.9	13.1	0.4	5.1	0.3	100.0
% OF AGENCY MAN-HOURS	3.6	17.2	60.7	14.7	0.5	3.1	0.1	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	7.1	27.8	54.3	56.1	43.9	5.6	1.5	31.6
AVERAGE HOURS OF TRAINING PER PARTICIPANT	35	57	50	56	59	31	26	50

RAILROAD RETIREMENT BOARD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	488	549	552	94	9	30	53	1775
AVAILABLE MAN-HOURS	886,208	996,984	1,002,432	170,704	16,344	54,480	96,248	3,223,400
PARTICIPANTS	71	239	108	29	1	-	-	448
PARTICIPANT MAN-HOURS	21,281	59,800	4842	784	32	-	-	86,739
PARTICIPANT RATIO (%)	14.5	43.5	19.6	30.9	11.1	0.0	0.0	25.2
MAN-HOUR RATIO (%)	2.40	6.00	0.48	0.46	0.20	0.00	0.00	2.69
LAST YEAR'S MAN-HOURS RATIO (%)	0.18	4.50	0.85	1.07	0.00	0.00	-	-
% CHANGE FROM LAST YEAR	+1233.3	+33.3	-43.5	-57.0	-	-	-	-
% OF AGENCY POPULATION	27.5	30.9	31.1	5.3	0.5	1.7	3.0	100.0
% OF AGENCY PARTICIPANTS	15.8	53.3	24.1	6.5	0.2	0.0	0.0	100.0
% OF AGENCY MAN-HOURS	24.5	68.9	5.6	0.9	0.0	0.0	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	43.6	109.0	8.7	8.4	3.6	0.0	0.0	48.9
AVERAGE HOURS OF TRAINING PER PARTICIPANT	300	250	45	27	32	0	0	194

SEC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	203	343	403	404	34	20	71	1478
AVAILABLE MAN-HOURS	368,648	622,888	731,664	733,664	61,744	36,320	128,936	2,684,048
PARTICIPANTS	10	23	184	150	7	1	0	375
PARTICIPANT MAN-HOURS	243	633	2791	2789	120	30	0	6606
PARTICIPANT RATIO (%)	4.9	6.7	45.7	37.1	20.6	5.0	0.0	25.4
MAN-HOUR RATIO (%)	0.06	0.10	0.38	0.38	0.19	0.08	0.00	0.25
LAST YEAR'S MAN-HOURS RATIO (%)	0.41	0.16	0.59	0.57	1.26	0.11	-	-
% CHANGE FROM LAST YEAR	-85.4	-37.5	-35.6	-33.3	-84.9	-27.3	-	-
% OF AGENCY POPULATION	13.7	23.2	27.3	27.3	2.3	1.4	4.8	100.0
% OF AGENCY PARTICIPANTS	2.7	6.1	49.1	40.0	1.9	0.3	0.0	100.0
% OF AGENCY MAN-HOURS	3.7	9.6	42.2	42.2	1.8	0.5	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	1.1	1.8	6.9	6.9	3.5	1.5	0.0	4.6
AVERAGE HOURS OF TRAINING PER PARTICIPANT	24	28	15	19	17	30	0	18

SBA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	881	1027	1444	827	31	20	102	4332
AVAILABLE MAN-HOURS	1,599,896	1,865,032	2,622,304	1,501,832	56,296	36,320	185,232	7,866,912
PARTICIPANTS	169	370	414	410	13	1	1	1378
PARTICIPANT MAN-HOURS	2636	8206	11,111	10,958	402	12	20	33,345
PARTICIPANT RATIO (%)	19.2	36.0	28.7	49.6	41.9	5.0	1.0	31.8
MAN-HOUR RATIO (%)	0.16	0.44	0.42	0.73	0.71	0.03	0.01	0.42
LAST YEAR'S MAN-HOURS RATIO (%)	0.14	0.37	0.76	0.88	0.29	0.13	-	-
% CHANGE FROM LAST YEAR	+14.3	+18.9	-44.7	-17.0	+144.8	-76.9	-	-
% OF AGENCY POPULATION	20.3	23.7	33.3	19.1	0.7	0.5	2.4	100.0
% OF AGENCY PARTICIPANTS	12.3	26.9	30.0	29.8	0.9	0.1	0.1	100.0
% OF AGENCY MAN-HOURS	7.9	24.6	33.3	32.9	1.2	0.0	0.1	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	2.9	8.0	7.6	13.3	12.9	0.5	0.2	7.6
AVERAGE HOURS OF TRAINING PER PARTICIPANT	16	22	27	27	31	12	20	24

SMITHSONIAN	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	446	522	495	270	30	689	58	2510
AVAILABLE MAN-HOURS	809,936	947,952	898,920	490,320	54,480	251,224	105,328	4,558,160
PARTICIPANTS	113	60	62	27	1	133	4	395
PARTICIPANT MAN-HOURS	2388	1566	4495	752	16	6664	160	16,031
PARTICIPANT RATIO (%)	25.3	11.5	12.5	10.0	3.3	19.3	6.9	15.7
MAN-HOUR RATIO (%)	0.29	0.16	0.50	0.15	0.03	2.65	0.15	0.35
LAST YEAR'S MAN-HOURS RATIO (%)	0.38	0.22	0.38	0.64	0.09	0.25	-	-
% CHANGE FROM LAST YEAR	-23.7	-27.3	+31.6	-76.6	-66.7	+960.0	-	-
% OF AGENCY POPULATION	17.8	20.8	19.7	10.8	1.2	27.4	2.3	100.0
% OF AGENCY PARTICIPANTS	28.6	15.2	15.7	6.8	0.3	33.7	1.2	100.0
% OF AGENCY MAN-HOURS	14.9	9.7	28.0	4.7	0.1	41.6	1.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	5.3	2.9	9.1	2.7	0.5	48.1	2.7	6.4
AVERAGE HOURS OF TRAINING PER PARTICIPANT	21	26	72	28	16	50	40	41

TRANSPORTATION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	4255	10,311	28,768	14,422	285	6285	2151	66,477
AVAILABLE MAN-HOURS	7,727,080	18,724,776	52,242,688	26,190,352	517,560	11,413,560	3,906,216	120,722,232
PARTICIPANTS	1203	5493	19,344	12,181	124	1329	206	39,880
PARTICIPANT MAN-HOURS	242,112	820,303	2,408,665	634,356	8679	87,050	5158	4,206,323
PARTICIPANT RATIO (%)	28.3	53.3	67.2	84.5	43.5	21.1	9.6	60.0
MAN-HOUR RATIO (%)	3.13	4.38	4.61	24.2	1.67	0.76	0.13	3.48
LAST YEAR'S MAN-HOURS RATIO (%)	1.31	9.91	3.84	1.65	1.84	0.99	-	-
% CHANGE FROM LAST YEAR	+138.9	-55.8	+20.1	+46.7	-9.2	-23.2	-	-
% OF AGENCY POPULATION	6.4	15.5	43.3	21.7	0.4	9.5	3.2	100.0
% OF AGENCY PARTICIPANTS	3.0	13.8	48.5	30.5	0.3	3.3	0.5	100.0
% OF AGENCY MAN-HOURS	5.8	19.5	57.3	15.1	0.2	2.1	0.1	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	56.8	79.5	83.7	43.9	30.3	13.8	2.4	63.2
AVERAGE HOURS OF TRAINING PER PARTICIPANT	201	149	124	52	70	65	25	105

TREASURY	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	21,817	23,272	28,003	9818	291	5019	4800	93,020
AVAILABLE MAN-HOURS	39,619,672	42,261,952	50,853,448	17,829,488	588,456	9,114,504	8,716,800	168,924,320
PARTICIPANTS	19,266	27,075	37,588	12,415	133	1520	-	97,957
PARTICIPANT MAN-HOURS	461,822	1,643,968	1,394,815	358,150	6360	323,107	-	4,188,222
PARTICIPANT RATIO (%)	88.1	116.3	134,2	126.5	45.7	30.3	0.0	105.3
MAN-HOUR RATIO (%)	1.17	3.89	2.74	2.01	1.20	3.54	0.0	2.48
LAST YEAR'S MAN-HOURS RATIO (%)	1.61	4.53	1.80	1.09	2.53	1.26	-	-
% CHANGE FROM LAST YEAR	-27.3	-14.1	+52.2	+84.4	- 56.5	+181.0	-	-
% OF AGENCY POPULATION	23.5	25.0	30.1	10.6	0.3	5.4	5.2	100.0
% OF AGENCY PARTICIPANTS	19.6	27.6	38.4	12.7	0.1	1.6	0.0	100.0
% OF AGENCY MAN-HOURS	11.0	39.3	33.3	8.6	0.2	7.7	0.0	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 71	21.2	70.6	49.8	36.5	21.8	64.3	0.0	45.0
AVERAGE HOURS OF TRAINING PER PARTICIPANT	24	60	37	28	47	212	0.0	42

VETERANS ADMINISTRATION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	45,613	29,720	15,655	4113	69	31,326	27,417	153,913
AVAILABLE MAN-HOURS	82,833,208	53,971,520	28,429,480	7,469,208	125,304	56,888,016	49,789,272	279,506,008
PARTICIPANTS	10,452	8368	8376	2367	82	5133	15,069	49,847
PARTICIPANT MAN-HOURS	522,975	213,242	196,030	66,985	2339	104,272	395,906	1,501,749
PARTICIPANT RATIO (%)	22.9	28.2	53.5	57.5	118.8	16.4	55.0	32.4
MAN-HOUR RATIO (%)	0.63	0.39	0.69	0.90	1.87	0.18	0.80	0.54
LAST YEAR'S MAN-HOURS RATIO (%)	0.74	0.35	0.66	0.88	1.08	0.09	-	-
% CHANGE FROM LAST YEAR	-14.9	+11.4	+4.5	+2.3	+73.1	+100.0	-	-
% OF AGENCY POPULATION	29.6	19.3	10.2	2.7	0.0	20.4	17.8	100.0
% OF AGENCY PARTICIPANTS	21.0	16.8	16.8	4.7	0.2	10.3	30.2	100.0
% OF AGENCY MAN-HOURS	34.8	14.2	13.1	4.5	1.6	6.9	26.4	100.0
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY	11.4	7.1	12.5	16.3	34.0	3.3	14.5	9.8
AVERAGE HOURS OF TRAINING PER PARTICIPANT	50	25	23	28	29	20	26	30

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